



SCHOOL OF MANAGEMENT STUDIES

CASE STUDIES –REPOSITORY

S.No	Title	Category	Source	No of Cases
1	Amazon.com, Inc	Finance	https://mitsloan.mit.edu/LearningEdge/CaseDocs/17-183.Amazon.com.pdf	1
2	Hertz Global Holdings, Inc	Finance	https://mitsloan.mit.edu/LearningEdge/CaseDocs/15-164.HertzGlobalHoldings.pdf	1
3	Spartan Race Inc.	Finance	https://mitsloan.mit.edu/LearningEdge/CaseDocs/Spartan%20Race%20Inc.pdf	1
4	Scaling Sanergy: Growing a Promising Sanitation Startup	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/Scaling%20Sanergy.Growing%20a%20Promising%20Sanitation%20Startup.pdf	1
5	The Global Financial Crisis of 2008: The Role of Greed, Fear, and Oligarchs	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/08-081%20Biocon%20India%20Group%20Case.pdf	1
6	Biocon India Group	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
7	Compsis at a Crossroads	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
8	Conexia: Entering the U.S. Market	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
9	CX Technology	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
10	Digital Divide Data	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
11	E-commerce at Yunnan Lucky Air	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
12	Empowering Lives in Kenya: The Chebaiywa Clinic	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
13	i+MED Laboratories: Expanding Beyond Thailand	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
14	Kibernum	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/entrepreneurship/Pages/default.aspx	1
15	Managed by Q	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/15.168.ManagedbyQ.Ton.FINAL.pdf	1
16	MAX: Kickstarting Last-Mile Logistics in Lagos	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/MAX.Kickstarting%20Last-Mile%20Delivery%20Logistics.pdf	1
17	Mercy Corps and KeBal Healthy Food Carts: Sustaining and Scaling Up	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/10-106%20Mercy%20Corps%20and%20KeBal%20Lehrich.pdf	1
18	Pakistan: A Story of Technology, Entrepreneurs and Global Networks	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/10-082%20Pakistan.pdf	1
19	PPS.tv and China's Online Video Distribution Market	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/08-074%20PPS%20tv%20Lehrich.pdf	1
20	Resolute Marine Energy:	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/12%20137%20RME%20Zucker	1

	Power in Waves		man%20FINAL%20.pdf1	
21	Soko Jewelry, Fast Fashion, and Building a Virtual Factory	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/Soko%20Jewelry.pdf	<u>1</u>
22	Srinivasan Services Trust: Combating Poverty with Entrepreneurship	Entrepreneurship	https://mitsloan.mit.edu/LearningEdge/CaseDocs/11-113.SST.Kelly.pdf	<u>1</u>
23	Robin Chase, Zipcar, and an Inconvenient Discovery	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/14-153.Robin%20Chase%20and%20Zipcar.FINAL.pdf	<u>1</u>
24	Asociación Chilena de Seguridad (ACHS) (A): Honoring a Legacy, Embracing Change	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/15-162.ACHS(A).Hafrey.FINAL.EDITED.pdf	<u>1</u>
25	BP and the Deepwater Horizon Disaster of 2010	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/10%20110%20BP%20Deepwater%20Horizon%20Locke.Review.pdf	<u>1</u>
26	Chris Peterson at DSS Consulting	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/10%20110%20BP%20Deepwater%20Horizon%20Locke.Review.pdf	<u>1</u>
27	Conserving Blood During Cardiac Surgery at Huntington University Hospital (A)	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/15.167.Conserving%20Blood%20During%20Cardiac%20Surgery%20at%20Huntington%20University%20Hospital%20(A).Disguised.Fernandez.pdf	<u>1</u>
28	Corporate Personhood, Business Leadership, and the U.S. Presidential Election of 2012	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/11-134%20Corporate%20Personhood%20Business%20Leadership%20and%20the%20U%20S%20Presidential%20Election%20of%202012%20FINAL.pdf	<u>1</u>
29	Harry Markham's Loyalty Dilemma (A)	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/12.135.Harry%20Markham%20(A).Minahan.pdf	<u>1</u>
30	Management Principles and the Washington, DC Public Schools (A): Choosing a Chancellor	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/10-100.Mgmt%20Prin%20and%20DCPS%20A.Hafrey.External.pdf	<u>1</u>
31	Sink or SWIM	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/13-147.Sink%20or%20SWIM.Final.pdf	<u>1</u>
32	Turnaround and Transformation: Leadership and Risk at Boston's Institute of Contemporary Art	Ethics and Leadership	https://mitsloan.mit.edu/LearningEdge/CaseDocs/10%20104%20Turnaround%20and%20Transformation%20Leadership%20and%20Risk%20at%20the%20ICA.pdf	<u>1</u>
33	Quest Diagnostics (A): Improving Performance at the Call Centers	Operations	https://mitsloan.mit.edu/LearningEdge/CaseDocs/17-177.Quest%20Diagnostics%20A.pdf	<u>1</u>
34	"We Are Market Basket"	Operations	https://mitsloan.mit.edu/LearningEdge/CaseDocs/14.160.Market%20Basket.Ton.K	<u>1</u>

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35	Massachusetts General Hospital's Pre-Admission Testing Area (PATA)	Operations	https://mitsloan.mit.edu/LearningEdge/CaseDocs/11-116.PATA.Levi.pdf	<u>1</u>
36	Nissan Motor Company Ltd.: Building Operational Resiliency	Operations	https://mitsloan.mit.edu/LearningEdge/CaseDocs/13-149%20Nissan.Simchi-Levi.pdf	<u>1</u>
37	Restoration Affiliates	Operations	https://mitsloan.mit.edu/LearningEdge/strategy/RA/Pages/Restoration-Affiliates.aspx	<u>1</u>
38	DeBeers's Diamond Dilemma	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/07-045%20DeBeers%20Diamond%20Dilemma%20McAdams.pdf	<u>1</u>
39	SunPower: Focused on the Future of Solar Power	Strategy	https://mitsloan.mit.edu/LearningEdge/strategy/SunPower/Pages/default.aspx	<u>1</u>
40	"Lobster 207": How Self-Employed Workers Found their Voice and Improved their Livelihoods through the Maine Lobstering Union	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/Maine%20Lobstering%20Union.Kochan.Final.pdf	<u>1</u>
41	Akamai's Localization Challenge	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/16-175.AkamaiLocalizationChallenge.pdf	<u>1</u>
42	Compsis at a Crossroads	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/07-044-Compsis-at-a-Crossroads-Lehrich.pdf	<u>1</u>
43	Corning Incorporated: The Growth and Strategy Council	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/08-056.Corning.GSC.Henderson.pdf	<u>1</u>
44	Eli Lilly: Recreating Drug Discovery for the 21st Century	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/07-043-Recreating-Drug-Discovery.pdf	<u>1</u>
45	Eli Lilly's Project Resilience: Anticipating the Future of the Pharmaceutical Industry	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/07-041-Resilience.pdf	<u>1</u>
46	Empowering Lives in Kenya: The Chebaiywa Clinic	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/09-094%20ELI%20case%20Sastry.pdf	<u>1</u>
47	Environmental Management at IBM (A): Making Sustainability Sustainable through Passion and Process	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/09-089.Environmental%20Management%20at%20IBM.A.Henderson.pdf	<u>1</u>
48	First Solar	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/17.181.FirstSolar.Thompson.pdf	<u>1</u>
49	MAX: Kickstarting Last-Mile Logistics in Lagos	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/MAX.Kickstarting%20Last-Mile%20Delivery%20Logistics.pdf	<u>1</u>

50	Is It Easy Being Green?: MIT Sloan Considers the Opportunities and Threats of Sustainable Building	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/19-191.Is%20it%20Easy%20Being%20Green.pdf	<u>1</u>
51	Materials Pooling (A): Opportunity and Potential of the Sustainability Consortium1	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/08-057.Materials%20Pooling%20(A).Lichtenstein.pdf	<u>1</u>
52	Tesla's Entry into the U.S. Auto Industry	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/18.188.Teslas%20Entry%20into%20the%20U.S.%20Auto%20Industry.pdf	<u>1</u>
53	Materials Pooling (A): Opportunity and Potential of the Sustainability Consortium	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/08-057.Materials%20Pooling%20(A).Lichtenstein.pdf	<u>1</u>
54	Fair Trade Coffee: The Mainstream Debate	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/08%20069%20Fair%20Trade%20Coffee%20The%20Mainstream%20Debate%20Locke.pdf	<u>1</u>
55	Nike Considered: Getting Traction on Sustainability	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/08.077.Nike%20Considered.Getting%20Traction%20on%20Sustainability.Locke.Henderson.pdf	<u>1</u>
56	Resolute Marine Energy: Power in Waves	Strategy	https://mitsloan.mit.edu/LearningEdge/CaseDocs/12%20137%20RME%20Zuckerman%20FINAL%20.pdf	<u>1</u>
57	Vermont City Electric	Strategy	https://mitsloan.mit.edu/LearningEdge/sustainability/VermontCityElectric/Pages/default.aspx	<u>1</u>
58	Sony's Battle for Video Game Supremacy	System	https://mitsloan.mit.edu/LearningEdge/CaseDocs/07-046-Sonys-Battle.pdf?v=20120410	<u>1</u>
59	Nintendo's "Revolution"	System	https://mitsloan.mit.edu/LearningEdge/system-dynamics/Nintendos-Revolution/Pages/default.aspx	<u>1</u>
60	Ventures in Salt: Compass Minerals International	System	https://mitsloan.mit.edu/LearningEdge/CaseDocs/08-064.Compass%20Minerals.Henderson.pdf	<u>1</u>
61	Family Business	HRM	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
62	Sticky Fingers	HRM	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
63	Something's Rotten in Hondo	Environment	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
64	Cost Justified?	Strategic Planning, Policy and Control	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
65	Oh, Salesmen	Training and Development	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
66	The Fitzgerald Machine Company	Production/Operations Management	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
67	Might Makes Right	Business Ethics	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>

68	Safety? What Safety?	Corporate social responsibility	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
69	Little enough or Too Much	Environmental protection	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
70	A Good Team Player	Leadership	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
71	Stubbs	Production--product and workplace safety	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
72	Sexual Harassment	human resource management; sexual harassment	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
73	Short Shorts	Workplace policies and discrimination	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
74	Check kiting	White collar crime	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
75	Mutiny in the Manufacturing Department	Labor relations	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
76	But My Textbook Said This Would Work	performance appraisal	http://public.tepper.cmu.edu/ethics/AA/mgtmini.htm	<u>1</u>
77	ANALYSIS OF TOYOTA MOTOR CORPORATION	Stretegic Analysis	https://scholar.harvard.edu/files/tнкомo/files/analysis_of_toyota.pdf	1
78	ICMR	Business Strategy	http://www.icmrindia.org/free%20resources/casestudies/Free%20Business%20Strategy%20Cases.htm	2 cases
79	ICMR	Business Ethics	http://www.icmrindia.org/free%20resources/casestudies/Free%20Business%20Ethics.htm	3 cases
80	ICMR	Corporate Governance	http://www.icmrindia.org/free%20resources/casestudies/Free%20Corporate%20Governance.htm	13 cases
81	ICMR	Enterprise Risk Management	http://www.icmrindia.org/free%20resources/casestudies/Free%20Enterprise%20Risk%20Management.htm	13 cases
82	ICMR	Finance	http://www.icmrindia.org/free%20resources/casestudies/Free%20Finance.htm	2 cases
83	ICMR	HRM	http://www.icmrindia.org/free%20resources/casestudies/Free%20Human%20Resource%20Management.htm	8 cases
84	ICMR	Insurance	http://www.icmrindia.org/free%20resources/casestudies/Free%20Insurance.htm	9 cases
85	ICMR	IT and System	http://www.icmrindia.org/free%20resources/casestudies/Free%20IT%20and%20Systems.htm	30 cases
86	ICMR	Leadership and entrepreneurship cases	http://www.icmrindia.org/free%20resources/casestudies/Free%20Leadership%20and%20Entrepreneurship.htm	26 cases
87	ICMR	Marketing	http://www.icmrindia.org/free%20resources/casestudies/Free%20Marketing.htm	16 cases

88	Caselets on rural management	Rural Development	Mahatma Gandhi National Council of Rural Education	40 cases
89	Marketing: 10Case Studies	Marketing		10 cases

MACROECONOMIC FOUNDATION AND STRATEGIC MANAGEMENT

1. On the basis of the following information relating to the Indian economy given below, estimate (a) GNP at market price, (b) Private income, (c) Personal Disposable income.

		In crores
i.	Net domestic product at factor cost	181429
ii.	Income from domestic product accruing to Govt.	12333
iii.	Net factor income from abroad	(-)1201
iv.	Indirect taxes	112876
v.	Subsidies	12300
vi.	Interest on National debt	1964
vii.	Transfers from Govt. Admn. Departments	11981
viii.	Other current transfers from rest of the world	11271
ix.	Corporation Tax	11251
x.	Undistributed corporate profit	1464
xi.	Direct tax paid by households	12100
xii.	Consumption of fixed capital	15699

2. Everything was going on well until recently, when a Public Interest Litigation from NGO accused the 80,000 outlets throughout India. The business of the company is good with annual turnover exceeding three billion of rupees. Profits are good and shareholders are often rewarded with lucrative dividends and bonuses. Four years back the company has diversified into the alcoholic drinks industry and has taken over two small breweries located in western India. The company has also diversified into hotels with purchase of twenty-five hotels of three/four star category across the country. To its advantage the company has been able to obtain a monopoly for the sale of its soft drinks in its hotels and is beginning to establish itself as a brand name in the brewery industry. Part of the strategy of the company is to continue to purchase hotels, particular by targeting National Capital Region of Delhi where tourism is likely to pick up with the forthcoming Commonwealth Games. The company also intends to construct a five star hotel in Gurgoan to take tax advantage announced recently by the finance ministers. Everything was going on well until recently, when a Public Interest Litigation from NGO accused the company of indulging in surrogate advertising of its brewery products. In fact the company has similar brand names for its soft drinks and brewery products. This triggered a lot of protests and demonstrations against the company. Newspapers were flooded with the articles against the company. There were also some demonstrations and some small incidents of stone pelting in a few of its hotels.

Answer the following questions:

- a. Discuss the factors related to SWOT analyses for the company?
- b. Explain how Sweet Drinks Ltd is achieving synergy?

c. Explain the nature of diversification adopted by the company.

3. In 2013-14 PTC Food division decided to enter the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor-Trepsico's Trito. After a year its wafer snack brand-Ringo, fetched 20% market share across the country. Ringo's introduction was coincided with the cricket world cup. The wafer snacks market is estimated to be around Rs. 250 crores. The company could take the advantage of its existing distribution network and also source potatoes from farmers easily. Before the PTC could enter the market a cross-functional team made a customer survey through a marketing research group in 14 cities of the country to know about the snacks of eating habits of people. The result showed that the customers within the age-group of 15-24 years were the most promising for the product as they were quite enthusiastic about experimenting new snack taste. The company reported to its chefs and the chefs came out with 16 flavours with varying tastes suiting to the targeted age-group. The company decided to target the youngsters as primary target on the assumption that once they are lured in, it was easier to reach the whole family. Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names. To break through this clutter the company decided to bank upon humour appeal.

The Industry sources reveal that PTC spent about Rs. 50 crores on advertisement and used all possible media-print and electronic, both including the creation of its own website, Ringoringoyoungo.com with offers of online games, contests etc. Mobile phone tone downloading was also planned which proved very effective among teenagers. The site was advertised on all dotcom networks. Em TV, Shine TV, Bee TV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places. Analysts believes that Ringo's success story owes a lot to PTC's widespread distribution channels and aggressive advertisements. Humour appeal was a big success.

The 'Ringo' was made visible by painting the Railway bogies passing across the States. It has also been successful to induce Lovely Brothers' Future Group to replace Trito in their Big-Bazaar and chain of food Bazaars. PTC is paying 4% higher margin than Trepsico to Future group and other retailers. Ringo to giving Trepsico a run for its money. Trito's share has already been reduced considerably. Retail tie-ups, regional flavours, regional humour appeals have helped PTC. But PTC still wants a bigger share in the market and in foreign markets also, if possible.

Answer the following questions:

1. Do SWOT analysis for the company.
2. Frame good strategies for the expansion and diversification of the company
3. What kind of marketing strategy was formulated and implemented for Ringo?
4. What else need to be done by Ringo so as to enlarge its market?

4. India's economic growth for the financial year 2016 has been estimated at 7.6 per cent as compared with the revised estimate of 7.2 per cent in the previous year, aided largely by growth in the manufacturing sector. If the new projection materialises, India will be the fastest growing major economy in the world, overtaking China. The latest projection is a shade better than the finance ministry's earlier estimate of seven to 7.5 per cent.

However, the GDP growth for the third quarter of this financial year slowed to a four-quarter low at 7.3 per cent. In the second quarter, it had grown by 7.7 per cent. Growth in gross fixed capital formation, a proxy for investment, fell significantly in the third quarter, compared to the second, because of lacklustre private investments. According to data, growth figures were revised sharply upwards for the second quarter from 7.4 per cent; and from seven per cent to 7.6 per cent for the first quarter.

To meet the revised figure of 7.6 per cent growth in the entire current year, the GDP has to increase by 7.8 per cent in the last quarter. Economic Affairs Secretary Shaktikanta Das attributed the estimated higher growth to reforms initiated by the government. However, very few economists and market experts were ready to take the official data at face value, which they said was at odds with weak exports, railway freight, cement production, investment and flat order books that pointed to weakness in the economy. "All our qualitative and quantitative data checks suggest that GDP growth decisively decelerated in FY16 as compared to FY15, whilst the GDP data is suggesting that growth accelerated in FY16," said Ritika Mankar Mukherjee, economist, Ambit Capital.

In nominal terms, however, GDP would grow just 8.6 per cent in the current financial year, which would make the fiscal consolidation exercise of the government a tad challenging. At Rs 135.67 lakh crore GDP, fiscal deficit at 3.9 per cent means Rs 5.29 lakh crore. This is over 26,000 crore less than Rs 5.55 lakh crore estimated at the time of the Budget. The Budget had assumed the nominal GDP growth at 11.5 per cent. The Centre's fiscal deficit already stood at Rs 4.88 lakh crore till December of the current financial year. The government will have to restrict it within Rs 41,000 crore (Rs 5.29 lakh crore minus Rs 4.88 lakh crore) in the January-March period. For the next financial year, the government will have to just narrow the gap between the expenditure and the revenue, by over Rs 13,000 crore to retain the target of 3.5 per cent of GDP on the assumption that, in nominal terms, it would also grow the same 8.6 per cent in 2016-17. This should not have been a problem for the government, caught in a dilemma of sticking to the fiscal consolidation road map or deferring it by a year more. However, the government will have to bear the extra burden of Rs 1.1 lakh crore to implement One Rank One Pension for retired Army personnel and the Seventh Pay Commission recommendations. If the government sticks to the plan, the Reserve Bank of India will find it easier to cut the policy rate to spur economic growth. Chief Economic Adviser Arvind Subramanian said agriculture has to be a focus for policy action.

Answer the following questions

1. Elaborate your views on growth of India and its related factors.
2. Do a SWOT analysis of the present economic situation of India.
3. Suggest suitable solutions to achieve the prospective growth.

APPLIED OPERATIONS RESEARCH

1. A company produces two products. These products are processed on two different machines. The time required to manufacture one unit of each of the two products and the daily capacity of the two machines is given in the table below.

Machine	Time per unit (minutes)		Machine capacity (Minutes/day)
	Product 1	Product 2	
M ₁	7	6	42
M ₂	4	8	32

It is required to determine the number of units to be manufactured for each product daily. The profit per unit for product 1 and 2 is Rs. 4 and Rs. 6 respectively. Formulate the problem as a Linear Programming Problem (LPP) and solve the problem by the graphical method.

2. An oil corporation has got 3 refineries R₁,R₂,R₃ and it has to send petrol to 4 different depots D₁,D₂,D₃ and D₄. The cost of supplying of one unit of petrol from each refinery to each depot is given below. The requirements of the depot and the available petrol at the refineries are also given. Find the minimum cost of shipping after obtaining the initial solution by Vogel's Approximation method.

Refinery	Depot				Available
	D ₁	D ₂	D ₃	D ₄	
R ₁	11	13	17	14	250
R ₂	16	18	14	10	300
R ₃	21	24	13	10	400
Required	200	225	275	250	

3. The following table gives the cost spent in allocating products from various warehouses to different markets. Solve the following transportation problem to find the basic initial solutions by Vogel's Approximation method. Determine the minimum cost of shipping after obtaining the initial solution.

From	To				Supply
	11	20	7	8	50
	21	16	20	12	40
	8	12	18	9	70
Demand	30	25	35	40	

4. Five different jobs can be done on five different machines. The following matrix gives the cost in rupees of processing job on machine. Find the optimal assignment of the jobs to the various machines so that the total cost is minimized.

		Machines				
		A	B	C	D	E
Jobs	1	9	22	58	11	19

2	43	78	72	50	63
3	41	28	91	37	45
4	74	42	27	49	39
5	36	11	57	22	25

5. After preparing the work breakdown structure (WBS) and creating the network diagram with their immediate predecessors for activity sequencing based on the WBS, Mr. John estimated the duration of each activity based on expert judgment and historical information of process chart to construct a new plant for a major manufacturer. The activities to be performed, their immediate predecessors, and their estimated durations are as follows:

Activity	Description	Immediate Predecessors	Estimated Duration (Weeks)
A	Lay the foundation	-	3
B	Put up the rough wall	A	8
C	Put up the roof	A	12
D	Install the interior and exterior plumbing	B	6
E	Put up the exterior siding	B	3
F	Do the exterior painting	C	3
G	Do the electrical work	C	8
H	Put up the wallboard	D, F	5
I	Install the flooring	E	3
J	Do the interior painting	G	8
K	Install the exterior and interior fixtures	H, I, J	3

Questions:

- Construct the project network
- Find all the paths and path lengths through this project network. Which of these paths is a critical path?
- Find the earliest start time and earliest finish time for each activity.
- Find the latest start time and latest finish time for each activity.
- Find the slack for each activity. Which of the paths is a critical path?

FINANCIAL MANAGEMENT

- There are 2 projects X and Y. X requires an investment of Rs.26, 000 while Y requires an investment of Rs.38, 000. The cost of capital is 12%. Calculate PB, ARR, NPV, PI and IRR. Use tax rate of 50% and Straight line depreciation method

Year	Project X	Project Y	Discount rate 12%
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1	9000	8000	0.893
2	7000	10000	0.797
3	6000	12000	0.712
4	5000	14000	0.636
5	4000	8000	0.567
6	4000	2000	0.507
7	3000	16000	0.452
8	3000		0.404
9	3000		0.361
10	3000		0.322

2. Janaki products Ltd has two projects under consideration which are mutually exclusive. The cost of each of them is Rs. 1, 00,000. Determine which project is better based on payback period, ARR, NPV, PI and IRR methods. Tax rate 35% and use straight line depreciation method.

	Project A (Rs.)	Project B (Rs.)	Discount rate 10%
Cash inflows			
1	80,000	20,000	0.909
2	60,000	40,000	0.826
3	40,000	60,000	0.751
4	20,000	80,000	0.683
5	-	1,00,000	0.621

3. X Ltd and Y Ltd are identical except that the X Ltd uses debt while the Y Ltd does not. The levered firm (X Ltd) has issued 10% debentures of Rs. 9, 00,000. Both the firms earn EBIT of 20% on total assets of Rs. 15, 00,000. Assuming tax rate of 50% and equity capitalization rate of 15%
- (a) Compute the value of two firms using NI approach of Capital structure theory.
 - (b) Compute the value of two firms using NOI approach of Capital structure theory.

4. Two projects M and N which are mutually exclusive are being under consideration. Both of them require an investment of Rs. 1, 00,000 each.

The net cash inflows are estimated as under. Determine which project is better based on payback period, ARR, NPV, PI and IRR methods. Tax rate 50% and use straight line depreciation method.

Year	Project M (Rs.)	Project N (Rs.)	Discount rate 12%
1	10,000	30,000	0.893
2	40,000	50,000	0.797
3	30,000	80,000	0.712
4	60,000	40,000	0.636
5	90,000	60,000	0.567

5. The Servex company has the following capital structure

(Rs. '000)

10 % Ordinary shares (2, 00,000 shares)	4,000
10% preference shares	1,000
7% debentures	3,000
	8,000

You are required to

- (a) Compute a weighted average cost of capital based on the existing capital structure.
- (b) Compute a new weighted average cost of capital if the company raises an additional Rs. 2, 00,000 debt by issuing 7.5% percent debenture.

6. A pro forma cost sheet of a company provides the following data;

Costs(per unit):

Raw material	60
Direct labor	20
Overheads	40
Total costs(per unit)	120
Profit	30
Selling price	150

The following is the additional information available:

Average raw material in stock: one month, average materials in process: half a month. Credit allowed by suppliers - one month. Credit allowed to debtors - two months. Time lag in payment of wages - 2 weeks and for overhead - one month. Cash balance is expected to be Rs. 200000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 50,000 units of output. You may assume that production is carried out on evenly throughout the year and wages and overheads accrue similarly.

7. The V co currently has 100000 outstanding shares selling at Rs.1 each. The firm has net profits of Rs.1000000 and wants to make new investments of Rs.2000000 during the period. The firm is also thinking of declaring a dividend of Rs.5 per share at the end of the current fiscal year. The firm's opportunity cost of capital is 10%. Use MM approach of dividend. What will be price of the share at the end of the year if (1) if dividend not declared (2) if dividend declared (3) how many new shares must be issued

8. The profit & loss account for Modern electronics Ltd is given below for 2017 and 2018.

Forecast for 2019 based on percent of sales method.(Rs. In cr)

Particulars	Mar '17	Mar '18
Net Sales	800	890
Cost of goods sold	610	680
Gross profit	190	210
Selling expenses	60	65
General & Administration expenses	60	52
Depreciation	50	64
Operating profit	20	29
Non operating surplus or deficit	8	10
PBIT	28	39
Interest on bank borrowings	10	11
PBT	18	28
Tax	7	10
Profit after tax	11	8

9. The present share capital of A Ltd consists of 1000 shares selling at Rs. 100 each. The company is contemplating a dividend of Rs. 10 per share at the end of the current financial year. The company belongs to a risk class for which appropriate capitalization rate is 20%. The company expects to have a net income of Rs. 25000. What will be the price of the share at the end of the year if (i) dividend is not declared (ii) if dividend is declared? Assume the company pays the dividend and has to make new investment of Rs. 48000 in the coming period, how many new shares to be issued to finance the investment programme. Use MM approach of dividend

10. Following are the details regarding three companies A Ltd, B Ltd and C Ltd.

A Ltd	B Ltd	C Ltd
r = 15%	r = 5%	r = 10%
ke = 10%	ke = 10%	ke = 10%
E = Rs. 8	E = Rs. 8	E = Rs 8

Calculate the value of an equity share of each of these companies applying Walter's formula when dividend payout ratio (D/P ratio) is (a) 50% (b) 75% (c) 25%. What conclusions do you draw?

11. Calculate the discriminant function for the following good and bad accounts. X represents current ratio and Y represents EBIT.

Good Accounts			Bad Accounts		
Account Number	Xi	Yi	Account Number	Xi	Yi
1	1.10	13	11	0.70	11
2	1.50	15	12	0.90	-4
3	1.20	17	13	0.80	6

4	0.90	21	14	1.30	2
5	1.60	7	15	1.10	6
6	2.20	8	16	0.50	8
7	0.90	16	17	0.30	8
8	1.00	13	18	1.40	6
9	1.30	8	19	0.90	3
10	1.30	2	20	1.10	14

12. Forecast the financial statements of TCS for 2019 using percent to sales method.

Profit & Loss Account	Mar '17	Mar '18
Net Sales	85,863.85	92,693.00
Balance sheet	Mar '16	Mar '17
Net worth	58,866.86	78,022.00
Total Debt	163.02	244
Total Liabilities	59,029.88	78,266.00
Net Block	9,713.28	9,231.00
Capital Work in Progress	1,641.84	1,477.00
Investments	24,075.67	42,930.00
Total Current Assets	23,873.56	22,221.00
Total CA, Loans & Advances	42,237.75	36,120.00
Current Liabilities	10,330.41	11,387.00
Net Current Assets	23,599.09	24,628.00
Total Assets	59,029.88	78,266.00

13. Forecast the financial statements of INFOSYS for 2019 based on percent to sales method.

Profit & Loss account	Mar '17	Mar '18
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Net Sales	53,983.00	59,289.00
Balance sheet		
Net worth	57,157.00	68,017.00
Total Liabilities	57,157.00	68,017.00
Net block	8,248.00	8,605.00
Capital Work in Progress	934	1,247.00
Investments	11,113.00	24,977.00
Total Current Assets	38,974.00	30,113.00
Total CA, Loans & Advances	52,472.00	45,056.00
Current Liabilities	6,801.00	11,518.00
Net Current Assets	36,862.00	33,188.00
Total Assets	57,157.00	68,017.00

14. Calculate and analyse Sustainable growth rate of the following companies.
(Rs. In cr)

	TCS		M & M		LUPIN	
	2016	2017	2016	2017	2016	2017
Net income	19,256.96	22,882.70	3,321.11	3,167.48	2,397.35	2,885.07
Total assets	63,065.30	77,668.54	32,944.87	36,412.34	11,007.71	14,216.90
Shareholder s' equity	45,416.44	58,866.86	19,255.09	21,707.19	9,027.74	11,592.64
Sales	78,044.79	89,604.05	39,794.36	41,739.83	9,933.10	11,465.71
Dividend paid	15,473.87	8,571.38	745.31	745.31	337.12	337.94

15. From the following capital structure of a company, calculate the overall cost of capital using
(a) book value weights (b) market value weights

Source of capital	Book value (Rs.)	Market Value (Rs.)
Equity Share capital	45000	90000
Reserves & Surplus	15000	-
Preference share capital	10000	10000
Debenture	30000	30000

1. The after tax cost of different sources of finance is as follows
 2. Equity share capital 14% , Retained earnings 13%, Preference share capital 10%
 3. and Debentures 5%
4. The Servex company has the following capital structure

	(Rs. '000)
Ordinary shares (2,00,000 shares)	4,000
10% preference shares	1,000
14% debentures	3,000
	8,000

The share of the company sells for Rs. 20. It is expected that company will pay next year a dividend of Rs. 2 per share, which will grow at 7 percent forever. Assume a 50 percent tax rate.

You are required to

- (c) Compute a weighted average cost of capital based on the existing capital structure

- (d) Compute a new weighted average cost of capital if the company raises an additional Rs. 2,00,000 debt by issuing 15 percent debenture. This would result in increasing the expected dividend to Rs. 3 and leave the growth rate unchanged, but the price of share will fall to Rs. 15 per share

KNOWLEDGE MANAGEMENT

1. The information system (IS), which supports capturing, gathering, and distribution of knowledge, is one component of the organizational memory; and it is defined as an organizational memory information system (OMIS). Data collected have been qualitative, and most of the questions have been open ended with some close-ended type of questionnaire finally put together to collect qualitative data as previously mentioned. The data collection method used has been structured interviews, "face to face," with all 14 employees in the company, including the 12 PS consultants and the two employees in the IS support team.

It should be noted that, before conducting the interview with the 12 PS consultants, each of them had been given a clear definition of the term OMIS(organizational memory information system) in terms of functions, resources, and tools. The main assumption we used is that the slowdown in IT industry at that time on the international and local levels, and the related increase in job insecurity, do not negatively impact the employees' use of the OMIS in terms of sharing knowledge. As for the interview questions, they have targeted the following areas: the existing setup and how it supports the OMIS, the main issues that hinder the implementation of a successful OMIS, and the main areas that need improvement. The interview questions have targeted each of the factors stated in the above section, where each of the factors with its main points has been put into questions targeting answers that should clarify how the model could be applied, as well as the main points needed to be covered in the implementation phase.

The role of the questions is to highlight the main factors in relating all those points all together, combined with the Jennex, Olfman, and Pituma OMIS Success Model, which had finally led to a realizable framework towards the implementation of a successful OMIS. On the other hand, and as this case study is qualitative, the findings will be directly resulting from the questionnaires' answers.

This means that we have to assume that all interviewed employees had given honest answers without any intentional bias. The main limitation of this case study is that we are only qualifying the "computer documents" form of OMIS by focusing on intranet, e-mail, and portal services. The other two forms of OMIS (paper documents and self-memory) are not covered. Also, other means of knowledge diffusion and transfer (such as direct contacts between people and communities of practice) are not covered. On the other hand, cultural issues related to knowledge management and organizational memory are not analyzed. After conducting the interviews with all the staff members of the PS division of "CITE," a successful implementation of an OMIS is affected by multiple factors. The following factors like Training, Management of OMIS, Communication, Technology and Corporate Culture have been identified.

1. What are the different kind interviewing techniques used in the data collection? What technique was used in this case study? What are its advantages and limitations?
2. What are the other techniques for collecting data/knowledge?
3. What is meant by corporate memory and how it is enhanced by this information system?
4. What would be the individual and organizational impact of this system?

2. Knowledge is continually created and transferred within and between projects. In one area of Engineering Consulting XYZ, to overcome the issue of knowledge transfer a mentoring scheme has been implemented to allow the knowledge to be transferred to a number of people within and to become part of organizational memory. A project director is appointed to each project to mentor the project manager, and review the project. The project director mentors the project manager by meeting with the project manager and discussing the project. Roadblocks, issues, potential risks, and risk mitigation strategies are discussed in these meetings. Knowledge is transferred from the project director to the project manager as he generally has more experience, but knowledge is also transferred to the project director in terms of understanding the status of the project and what impact it may have on the other projects and programs of work.

As the project director meets with the alliance partners and the client at a strategic level, the impact that this project may have on the entire body of work is also understood. Lessons learned, both formal and informal, are an important method of knowledge creation. Formal lessons learned occur at the end of a project or a phase of a project where formal workshops are used to identify issues/lessons and identify how they can be resolved (tacit to explicit knowledge creation and transfer).

The lessons are documented and made available on the network server for future use. In addition there is a review process (between the project director and project manager or a reviewer and project manager/project team member), linked to the project methodology, where knowledge gained from one phase is incorporated into the next phase of the process. At the informal level, lessons learned occur throughout the project where project team members meet to resolve issues (tacit to tacit knowledge creation and transfer). At this level, in some

circumstances the lessons may be documented in the form of meeting minutes (tacit to explicit knowledge creation and transfer).

Knowledge transfer occurs from the project to the strategic and business unit level allowing it to become part of organizational memory. Knowledge is transferred from the project director to the project manager. The project director is a member of a formal network – a global group of regional business leaders. This group meets face-to-face three times a year and participate in telephone conferences every two weeks.

Knowledge is rolled up from project level and is discussed at a strategic level. As part of this transfer, knowledge is becoming part of organizational memory. External knowledge is transferred at a strategic level via external meeting that the project director has with alliance partners and customer reviews (monthly). The project manager participates in a formal section meeting on a regular basis. Participants discuss proposals, projects, and potential business opportunities. This is a forum for knowledge creation, reuse, and transfer where issues can be discussed and resolved. Within this type of culture, knowledge becomes part of organizational memory as it is transferred to other employees.

How the knowledge is created and transferred in this organization? Discuss about other methods and its suitability in this organization?

What are the key challenges faced by the Organization in knowledge creation and sharing?

How knowledge networks can be used to foster knowledge transfer and sharing?

3. Knowledge management improves the flexibility and innovation capacity of a company by enabling knowledge sharing and leveraging what people know. It provides the right path and management methods for sharing of explicit knowledge and tacit knowledge. Yongxin uses knowledge management in the implementation of ERPs. Operating personnel primarily use explicit knowledge in the design, system operation, and test maintenance of ERPs. ERP management ideas and related techniques utilized by section and middle-level managers are “tacit knowledge.” Finally the implementation of Yongxin’s ERP consists of the outcome of knowledge innovation, that is, the combination of tacit knowledge and explicit knowledge mentioned above. Yongxin organized its top managers to learn ERP knowledge early in 1998. At the same time, Yin Jicai, as vice-general manager, led the management team to Meilin Company to learn their successful experience of information management. In 1999, he and the secretaries of all departments went to Star Co., Ltd. – a template enterprise of Chinese information management – where they accumulated a great deal of data about MRP, ERP, CIMS, and the trend of domestic information management development. The effort made a good foundation for the company’s structuring of its highly effective knowledge sharing network. At the beginning of 2000, Yongxin started the construction of the infrastructure for the knowledge sharing and shared network project by rebuilding the main production facility and installing the necessary controlling and monitoring system.

In March 2001, Yongxin proposed the company’s development plan to each department and district. At the end of 2001, Yongxin founded the information center to make sure that the network’s construction ran smoothly with Yin Jicai as the responsible manager for network construction. He quickly realized that the ERP was more than a software system. The ERP implementation required optimum operation flow and integration in the network platform. Also, the design of business processes was unlikely to be carried out thoroughly if the business departments were negative to the project (Desouza, 2003). As a result, he

considered it necessary for information center employees to be familiar with basic computer knowledge and the company's everyday operations. Thus, he appointed computer professionals as well as business elites from finance, storage and distribution departments, and other critical departments that played important roles in the process of knowledge and management ideas transference.

What are the challenges faced by the organization in implementation of ERP?

How does the organization's structure influence the implementation of ERP?

Discuss the central role of knowledge developer in the implementation of ERP?

How the Expert knowledge is created, shared and transferred in this organization?

4. Initially, Toyota developed and produced cars only in Japan and exported them abroad in order to ensure high quality and to maintain customer trust in the brand. Having steadily been developing its business globally afterwards and because of increasing overseas demand, the need to tailor production to local needs, the opportunity of tax breaks and in order to save shipping costs, Toyota evolved to the second stage of its manufacturing model: it started to produce vehicles where the market is. This model has been working well in established mass markets such as North America and Western Europe, because the high sales volume justifies the production overhead.

Recently, Toyota has identified attractive business opportunities in other developing markets such as BRICs (Brazil, Russia, India, and China), and each has huge growth potential. The strategic challenge to Toyota was whether the previous manufacturing model used in the North American and European markets will apply equally well in emerging markets. In these emerging markets, local demand sometimes fluctuates widely or may vary greatly from that in Japan, Western Europe and the USA. Equally, demand is usually not high enough to achieve optimal production.

Finally, the materialization of free trade agreements in different parts of the world has presented tremendous opportunities for Toyota to allow its manufacturing model to evolve to its third stage: a global production and supply network that will solve, efficiently and effectively, the problems of local production in emerging markets.

Toyota announced a break-through initiative called the "Innovative International Multi-purpose Vehicles (IMV) Project", which aims at increasing the self-reliance of overseas manufacturing facilities in such a way as to optimize overall worldwide production, especially in emerging markets, by both understanding common needs and paying sufficient attention to unique local needs. The IMV initiative is a very innovative strategy for Toyota. Within these emerging markets, the study of the unique local needs and then the developing, manufacturing and supplying of cars, which closely meet them promises competitive advantage.

The success of IMV is dependent upon the leadership of local engineers. Historically, Toyota used to recruit only Japanese nationals to be designers and engineers, first assign them to work in mother plants in Japan to gain knowledge and skills and then transfer them to overseas factories.

Therefore, in the planning and development stages, this meant listening to dealers and customers in Asia, Africa and South America and repeatedly debating the issues among members of the design and engineering teams. Nowadays, Toyota never underestimates the importance of local knowledge. The success of the IMV is dependent upon human resource development in Asia, and more efforts are being made in this area. The advanced digital technology of the Global Production Centre, established in 2003, is being used to train its managers and workers in the IMV project factories

1. What are the unique challenges faced by the Toyota w.r.t knowledge creation, transfer and sharing?
2. Discuss about strategic knowledge creation and enabling at Toyota
3. Discuss how knowledge sharing has helped Toyota to achieve success in its IMV project.
4. What knowledge sharing strategies would have been used by Toyota in this project?

MANAGEMENT INFORMATION SYSTEM

1. The payment gateway of Amazon takes in the account the debit card or credit card information of the end user who would place an order for a product. Netscape Secure Commerce Server is a vibrant tool that is used by Amazon with the help of the secure socket layer in order to store the banking information. These data are not made accessible over internet thus paving way for high confidentiality and protection of customer data. The company also provide customer an option of making a part amount of the payment online and rest through the telecommunications post order. Legal as well as privacy policies are being communicated to the users at this stage thus ensuring that the trust component of customers is being increased.

Yet another important part of Amazon CRM is the integration of logistics systems with that of the customer contact information. Customers could track the progress of the shipping through logging in to the Amazon website and entering a unique identity order number; this enhances the confidence amongst the customers by offering tangibility in the services. At any point of time the customers could be able to know the status of the product. Each one of the marketing strategy of Amazon reflects in the behaviour preferences. Amazon also offers an incentive marketing program in order to gain more customers and business to its website. Amazon uses incentive marketing as a tool for collecting customer information which is used both for the marketing activities of the organization and also sold out to other pertinent layers for a particular fee. Virtual storefronts have been the interface which has attracts n number of customers to the website of Amazon. Through virtual storefronts Amazon has been able to enhance the retention of the existing customers as well as increase the word of mouth marketing through gaining customer loyalty.

Customers value the importance offered by Amazon towards them as the company has ensured to take all the opportunities to understand the changing preferences and expectations. Employees of Amazon are satisfied with the work as the ERP packages offers what is being expected from each one of the end users working in for marketing, sales and administration of the business process. The role of automated warehouses is appreciable as the user interface through which the employees interact with the customers is commendable in the case of Amazon. Amidst interactions with the customers Amazon uses the cloud computing. The AWS product of the company has not only acted as product but as a tool behind the successful integration and management of information systems

Questions

1. Summarize how amazon provides superior services to the customer.
2. What are the security controls provides by amazon?
3. How does CRM help amazon to provide better service? How the service can be enhanced henceforth.
4. What is your opinion on integration of website operations with social networking?
5. What are benefits reaped by Amazon using ERP packages? What are other technologies used for state of the art infrastructure?

2. Dixon felt that vendor representatives should be treated, in every respect, as Bose employees- to be listed in Bose telephone directories and have access to all Bose facilities, people, and computer systems. Issue: Neither Beeson nor Dixon was sure that vendors would be interested in participating in JIT II. A qualified rep might cost the vendor \$80,000 per year (fully loaded).

Dixon and Beeson planned to approach United after they knew whether G&F would participate. Even if G&F did agree to participate, several issues remained to be resolved. However, several Bose managers had voiced concerns about this arrangement. Some felt that certain information, such as quantities and prices of parts bought from other vendors, should remain confidential-at least to provide an advantage during negotiations.

Steps taken: In the past, vendor's representatives had typically worn badges that identified them as vendors, and were permitted access only to approved locations within Bose facilities. Dixon proposed changing the policy, he advocated that the reps for JIT II vendors are issued badges just like Bose employees and be free to come and go as they close. There was also debate about how to ensure that vendors supplied goods at fair prices over the course relationship. Dixon felt that the company's previous purchases in a given category provided experience to evaluate vendor prices, but others argued that inflation or changes in raw material prices could quickly render this information obsolete. Result: Finally, Dixon started the program with G&F and United in informal criteria for determining when and with whom to establish JIT II relationships. There were questions how long a JIT II relationship would last in a company growing as rapidly as Bose.

Questions

1. What is JIT? How the JIT is different from other production system?
2. Summarize how the JIT philosophy in adopted by Bose industries
3. What are the benefits and challenges of JIT adoption in Bose industries?
4. What are the benefits to the supplier in JIT adoption?
5. How does JIT affect the information system?

3. Large banks in the US use AI algorithms to help them sift through hundreds of thousands of transactions every month, automating the laborious task of complying with anti-money laundering regulations.¹⁵ Japanese auto giant Toyota Motor Corp. is pouring \$1 billion during the next four years into a research institute that will develop AI systems to help motorists avoid accidents.¹⁶ German athletic gear giant Adidas has completed a successful test of an automated factory and plans to open a second.¹⁷ Corporate investments in cognitive technology are spreading across businesses of all kinds, in every corner of the globe. In our research, the vast majority of companies (84%) say they use cognitive tools

today; the rest plan to do so by 2020. The 835 respondents work in large enterprises in four regions: North America (43%), Europe (30%), Asia-Pacific (20%), and Latin America (7%).¹⁸ Participants work in 13 industries, with the largest portion (22%) coming from banking and financial services, followed by hightech (hardware and software businesses, 19%) and industrial manufacturing (12%).¹⁹

4. The companies in our study had an average revenue of \$20 billion, with a median of \$2.8 billion. In addition to geographical and industry sector diversity, we sought a cross-functional view on what companies do with cognitive technology today and plan to do in the future. Perhaps because the IT group has the broadest knowledge of the use of cognitive technology by the organization, IT executives make up the largest percentage of our survey respondents (42%). We also surveyed other corporate leaders to get a deeper understanding of how their groups were using the technology (if at all). These groups include: corporate level (CEO, COO, and corporate staff); finance and accounting; sales; R&D and product design and development; marketing; customer service; manufacturing (or operations in service companies); strategic planning and corporate development; HR; procurement; distribution and logistics; and legal.

Questions

1. Summarize the importance of AI in future businesses.
2. What are the different AI technologies used in the industry and their perceived benefits?
3. Explain the importance of cognitive technology to competitiveness
4. What would be the impact of AI on jobs?
5. What are the implications of the survey?

4. The present investigation regards the selection of a software package by a medium-size regional hospital for use in the Home Health segment of their organization. The hospital (to be referred to in this monograph by a fictitious name, General Hospital) is located in the central portion of a southern state in the USA, within 30 minutes of the state capital. Its constituents reside in the largest SMSA (standard metropolitan statistical area) in the state and consist of both rural, suburban, and city residents. The 149-bed facility is a state-of-the-art institution, as 91% of their 23 quality measures are better than the national average ("Where to Find Care", 2010). Services offered include Emergency Department, Hospice, Intensive Care Unit (ICU), Obstetrics, Open Heart Surgery, and Pediatrics. Additional components of General Hospital consist of an Imaging Center, a Rehabilitation Hospital, Four Primary Care Clinics, a Health and Fitness Center (one of the largest in the nation with more than 70,000 square feet and 7,000 members), a Wound Healing Center, regional Therapy Centers, and Home Care (the focal point of this study).

There are more than 120 physicians on the active medical staff, over 1,400 employees and in excess of 100 volunteers ("General Hospital", 2010). In short, it is representative of many similar patient care facilities around the nation and the world. As such, it provides a rich environment for the investigation of using the SDLC in a 21st century health care institution. A volunteer at General Hospital who is a system analyst had been asked by hospital administration to investigate the acquisition, and eventual purchase, of software to facilitate and help coordinate the Home Health care portion of their business. After an initial

meeting to offer help and familiarize with the task at hand, a meeting was held with the staff (i.e., both management and the end-users) at the Home Health facility to begin the research. The Home Health portion of General Hospital had been reorganized as a separate, subsidiary unit located near the main hospital in its own standalone facility. Furthermore, the software they were using was at least seven years old and could simply not keep up with all the changes in billing practices and Medicare requirements and payments. The current system was not scalable to the growing needs and transformation within the environment.

Questions

1. How do we conduct feasibility study for the above scenario?
2. What are different system development methodologies available in the industry?
3. What system development methodology is more suitable in this case?
4. As a system analyst, how do you ensure that the proposed system meets the objectives put forth by the management?
5. How do we carry out the implementation of the software package?

5. New computer technologies for gathering, storing, manipulating, and communicating data are revolutionizing the use and spread of information. Along the way, they are also creating ethical dilemmas. The speed and efficiency of electronic information systems, which include local and global networks, databases, and programs for processing information, force people to confront entirely new rights and responsibilities in their use of information and to reconsider standards of conduct shaped before the advent of computers. Information is a source of power and, increasingly, the key to prosperity among those with access to it. Consequently, developments in information systems also involve social and political relationships, and so make ethical considerations in how information is used all the more important. Electronic systems now reach into all levels of government, into the workplace, and into private lives to such an extent that even people without access to these systems are affected in significant ways by them. New ethical and legal decisions are necessary to balance the needs and rights of everyone.

As in other new technological arenas, legal decisions lag behind technical developments. Ethics fill the gap as people negotiate how use of electronic information should proceed. The following notes define the broad ethical issues now being negotiated. Since laws deciding some aspects of these issues have been made, these notes should be read in conjunction with Legal Issues in Electronic Information Systems. Ethics include moral choices made by individuals in relation to the rest of the community, standards of acceptable behavior, and rules governing members of a profession. The broad issues relating to electronic information systems include control of and access to information, privacy and misuse of data, and international considerations. All of these extend to electronic networks, electronic databases, and, more specifically, to geographic information systems. Specific problems within each of the three areas, however, require slightly different kinds of ethical decisions. Networks, electronic information systems in general, and geographic information systems in particular are discussed separately below.

Questions.

1. What are various ethical dilemmas created due to new technology?
2. State the reasons of why ethics are important.

3. Discuss the importance of ethics in information system.
4. List various ethical issues specific to IT.
5. How do you differentiate law and ethics?

15MBA012 / HUMAN RESOURCE MANAGEMENT

1. The organization that partnered with Saigun in the case study is one of the largest retail store chains in the world. They have around 100 retail stores in India in different locations and were looking to expand further to more than 200 stores. The client had a centralized Human Resource Department located in its head office.. However, although HR processes were managed centrally, many HR tasks, policies and procedures were controlled by retail store managers or regional offices.

The client used excel sheets to exchange and compile reports from various regional offices and store. This was performed by a team of HR executives in the main head office.

Challenges Faced by the Retail Industry

The senior HR Manager at the client side revealed that there were many administrative and HR issues with the retail store sites. Due to high focus on sales, the Retail Store Managers has no time to focus on issues like attendance, discipline and critical HR practices. The problem areas that were identified during the discussions were:

- **Challenge 1.** Irregularities in the attendance data of the staff at retail stores and other regional offices. Sometimes many of the staff did not sign the attendance register or signed intermittently. During HR audits it was found that some staff signed the attendance register only at the end of the day. Further, sometimes staff signed the register and then left their post.
- **Challenge 2.** There was no mechanism to track the leave data of employees. Employees did not know their exact leave data. At the end of the year it was revealed that some employees have taken excess leave while some employees worked incessantly, creating frustration among staff.
- **Challenge 3. Salary discrepancies:** HR and attendance data was used to generate data for payroll. As there were many discrepancies in HR data, these also found their way into payroll data. This created several salary discrepancies and caused numerous issues among the employees, thus lowering employee satisfaction rate and affecting the employee morale.
- **Challenge 4. Training and communication issues:** As the company was growing at a fast pace, training employees on various HR procedures and policies was becoming increasingly difficult. Thus employees took decisions based on their previous experience or personal insights and created unnecessary hassles that required HR intervention.

Questions :

1. How do you analyze the problem has a HR manager ?

2. Give 4 solutions to the existing problem & solve them .

2. Johnny Mbeki was late for work again. He had already had a couple of warnings from the HR manager, not simply for being late but because he was slow at his job. He had a lame leg. He'd had it since birth. On the whole he coped with it, but sometimes it affected his work. On this occasion, he was called into the HR Manager's office.

I'm afraid that this has gone a bit too far. I've tried to make allowances, but you are affecting overall production. If I have to speak to you again, I will have to let you go.'

The next morning the HR Manager received a delegation from the workforce- colleagues of Johnny. They asked that he be given special treatment. They explained that Johnny had an extended family that depended on him. His were the only wages coming in. They lived in a township far from the factory. It takes him a long time to go to work, depending on public transport that is not always reliable.

Sometimes, when a family member is sick, he has to stay behind, and this can make him late for work.

They asked the HR Manager to give Johnny another chance. They, as member of his work team, promised to cover for him, to make up for his slowness and his sometimes coming in late. Overall production in the work group would not be affected. The HR manager agreed.

QUESTIONS FOR DISCUSSION:

1. Do you agree with the HR Manager's decisions.

2. Johnny has been given due warning, and is not very productive. It doesn't matter that his work mates stick up for him - he should be sacked on the next occasion. Do you agree?

3. This incident takes place in South Africa. Does this make any difference to the decision? Should Western standards of HRM apply in this instance?

3. IT company is a large multinational corporation that has more than 100 years of history, a global workforce of more than 100,000 employees and is headquartered in the USA. Up until the early 1990s, the corporation was structured around geographical areas, each of which was afforded relatively powerful independence. So, for example, the UK Headquarters in London had high decision-making autonomy in relation to the US headquarters in New York and the European headquarters in Paris. One outcome of this so-called area structure was that hardly any global HR Policies existed, so that HR Practices in areas such as Pay, training and flexitime differed widely between countries. Nevertheless core values applied throughout the organization. For example, Since its foundation IT Company has been known for its

strong anti-union stance. Combined with an emphasis on sophisticated and innovative HR Policies, the parent company has been able to defeat several recognition campaigns by trade unions. The same has happened in the UK, where local management pride itself prided itself on defeating a strong union recognition campaign in the 1970s. However, in other countries IT Company does recognize trade unions. For example, the German subsidiary has a powerful body of elected employee representatives (as encouraged by German Law), Some of whom are trade union members, who have a strong say in any decisions affecting the workforce. Up to the early1990s the company also participated in Industry-wide bargaining which determined pay and conditions for the large majority of its workforce.

In the early 1990s, IT Company - which had enjoyed a near monopoly status in its markets until then-encountered economic problems due to higher global and domestic competition. A new CEO made far-reaching changes to the business strategy and the organizational structure. In particular, the decision making authority of local managers was reduced and social responsibility transferred to regional headquarters such as Paris and to the US Headquarters. Furthermore, the company was structured around business units, each responsible for a certain range of products such as printers or IT Solutions. Business units were encouraged to standardize management functions such as finance, marketing and human resources as far as possible on a worldwide basis.

QUESTIONS FOR DISCUSSION:

You are in charge of HR for the global business unit printer of IT Company which has production and distribution organisations in almost 100 countries..

- Which HR Practices would you Standardise on a global basis?
 - Where would you allow different approaches?
 - How would you ensure that global policies are implemented by the Subsidiaries?
 - Why would you choose these options?
-

4. Johnson & Johnson embarked on a new HR transformation journey across the globe and as part of the new HR model, there would be a recruitment specialist group in each country across three key sectors. This aim of this new model was to increase and enhance synergies in the way the company attracts new talent and explore methods of increasing both the hiring manager and candidate experience as well as building on the employer brand.

The implementation across the UK took six months, harmonising best practice and policy across the three sectors and all of the operating businesses. This process included identifying, attracting and employing externally a brand new team of seven UK based recruitment professionals to start within three months. After reaching out to Hudson in Reading Johnson & Johnson decided to partner with Hudson HR who understood the project requirements, timelines and desired candidate personality. Even though Johnson

& Johnson were looking for experienced professionals, it was equally important to hire people who would be a great fit for the company, looking to build careers within the organisation and who would bring fun and new ideas to the table

5. Cadbury Pvt . Ltd :Cadbury Schweppes, one of the largest international beverage and confectionary companies, manages a diverse product portfolio with some of world's most recognizable consumer packaged goods including Cadbury chocolates, Dr Pepper, 7Up, Snapple, Dentyne and Trident.

When Ilyce Eley, compliance specialist for Cadbury Schweppes joined the company, she quickly identified a number of ways to improve the affirmative action program. She found inefficiencies in the affirmative action plan reporting processes and a lack of communication and decision support for the management team around the company's diversity initiatives.

And so began the search for a scalable software system that could not only handle a large and ever growing volume of data for AAP and other government required reports, but also one that could make that information relevant to the managers enabling them to really make a difference in the company's affirmative action and diversity initiatives.

Said Eley, "Our company has grown with recent acquisitions and the needs of our business are ever-changing, so I wanted to help build a talent base that will grow with us. With Cadbury's strong commitment to a diverse workforce, we have a team that is not only dedicated to the great products we have, but to the overall community as well."

Questions :

1.Analyse the problem .

2.Explain the benefits of talent management .

7. SELECTION : Hindustan Lever Limited is a reputed multinational company. It considers selection as an event in the total process of acquiring and developing managers. The company believes that the selection process must be consistent with other events in the total process for it to be effective. Hindustan lever has been one of the most favoured companies by the prospective candidates for managerial position. The selection process of the company can be broken into three steps: such as- Screening of application forms, preliminary interview, and final selection.

ScreeningofApplicationsForms :

In the first step the company usually receives a large number of applications for the positions advertised or through campus interview. Thereafter such applications are screened. Such applications usually

contain brief information about the candidates. The selected candidates are then required to fill in a detailed application form. This form is quite elaborate and seeks factual information about the candidate and also about his attitudes and personality. A more strict screening of applications is made in this step. The company believes that to select a candidate it will not be enough to see the application forms only which may not be very reliable measure to select or reject the candidate. This calls for a brief preliminary interview to be held by company to get the best talents. So such interviews are conducted to interview as many candidates as is administratively possible.

Preliminary interview:

Preliminary interview is conducted for about ten to twenty minutes usually by one manager. During this brief personal contract, some time is spent in discussing the nature of the job, the future career possibility of the applicant and the company's policy in this regard. Often a second interview is conducted before the applicant is rejected or selected for further consideration.

Final Selection:

Final selection process is quite elaborate. This stage consists of two aspects-groups discussion and final interview. Group discussion is conducted in two stages. In the first group discussion, the chairman of the panel of selectors requests the group to select a subject which can be economic, political, social educational or even a lighter subject. The subject is decided by the group itself out of the various topics given to it. When the topic is finalized, the members of the group discuss it. In the second group discussion, a case is given. The case is distributed in advance. The evaluation of the group discussion is done by a board consisting of the personnel director, the director of the division in which the applicants have to be absorbed, a senior manager of the same division, and a senior manager of other division. The board evaluates the candidates along the following factors: Style of self introduction by the candidate, his general knowledge and knowledge of his subject, clarity of thought and logic, lucidity of expression, tolerance of others views, persuasiveness and leadership qualities. Each selector is given a blank sheet to evaluate the candidates. He evaluates the candidates individually.

After the group discussion, personal interview is conducted by the board. On the completion of the individual interviews, the board members held discussion among themselves and then arrive at a consensus.

Question:

1. What type of selection should be adopted by the company?
2. What is considered in time of screening the application forms?

3. What is the basic objective of the preliminary interview?
4. What should be the size of groups for final selection?

8. Berkely Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

Questions:

1. How far do you agree with the management that performance appraisal should be discontinued?
2. If you were the HR manager, how would you tackle the situation?
3. What modifications would you suggest in the performance appraisal system of the company

15MBA013 MARKETING MANAGEMENT

1. Six to Seven is a telecommunications company marketing state of the art telecommunications equipment. The company is currently in the process of developing a new generation type of mobile phones. When developed, this phone will enable users not only to make standard telephone calls and connect to the Web, but will have a small screen which will enable users to view the person at the other end of the line in high definition, unlike competitors' models whose definition characteristics leave a lot to be desired. Needless to say, investment to develop the technology and market the product is substantial. As part of the development process, the company is eager to find out more about potential customers for this product. In particular, they are interested in finding out if there is a market for the product, how big this market might be, and how customers will respond to this concept. They propose hiring a specialist market research agency with skills in the area of researching buyer behaviour, particularly for new product concepts.

QUESTIONS

1. What areas of buyer behaviour should this proposed research encompass, and why?
2. What types of research techniques might be useful in researching these areas?

2. Memaksa Steel

Santi der Majoido, CEO of Memaksa Steel (a manufacturer of speciality steel products in Indonesia) had just reviewed the R&D reports on her firm's latest project "Process#887". Process #887 was a new metal finishing process that increased by approximately 60% the wear time of steel products subjected to intense abrasion. The marketing department had concept tested the innovation for use in the manufacturing of custom milling equipment, and for steel saw blades to be used in the lumber mills of

Indonesia. Santi had now decided that Memaksa's management team should further investigate the market potential for Process#887 in the saw blade market.

The company currently sold saw blades in one of two ways:

1. Saw blades and other metal products (such as drive shafts, metal rods, etc) were sold to industrial metal implement distributors who in turn, resold to industrial metal implement distributors who in turn used their own sales force to call on domestic fabricators, saw mills and industrial manufacturing facilities:

2. These products were sold to industry outfitters, who in turn, resold a broad line of goods, including saw blades, to the saw mills. At times, outfitters bought these products directly from the distributors.

Generally, distributors received a 20% discount while outfitters enjoyed a 15% discount. Memaksa currently owned a 20% share of the domestic saw blade market. Exports were not a material part of their volume. Industry outfitters normally called on saw mills with a broad assortment of products that would be required for use in the sawmills. That is, they sold specialty tools, safety equipment (eg. Safety goggles, boots and gloves for the workforce), maintenance equipment (eg. Lubricants, solvents, and scrapping tools) and treatment chemicals for wood preservation processes. Typically an outfitter might carry between 2,000 and 5,000 stock keeping units (SKU). In contrast, a typical distributor would routinely carry roughly 100 metal-based products.

The company was very enthusiastic about Process#887 because the average new saw blade would cut for nearly 3 hours and 12 minutes. Changing saw blades using Process #887 was 12% greater than current processes. The company had asked its salespeople what they thought of the new product. The sales force reported that 'saw blades made of this alloy can be sold for a price of 35% more than current saw blades.'

The Government of Indonesia had declared this process to be one of the five most commercially viable innovations in the country and had given Memaksa steel a National Science Institute Award. This award, given to 5 inventors annually, carried a cash prize of approximately 500,000,000 Indonesian Rupiah (57,000 USD).

Should Memaksa proceed?

1. MERCHANDISING BUSINESS: TROPHIES AND ENGRAVING

J&J Trophy has branches in India and USA. The India store is the warehouse for the two branches. J&J Trophy sells trophies, plaques, and other types of awards. It also provides commercial and industrial engraving. J&J Trophy uses a centralized accounting system. Recently the India store hired Sunil to design custom products for local businesses. Sunil works approximately 20 hours a week. Management is considering offering custom design services at the USA branch to determine their profitability.

Thinking Critically:

1. What costs should management consider in evaluating the profitability of this service?
2. What criteria should management use to evaluate profitability?

2. Radhakrishna Foodland - Powering McDonald's in India

Issues:

- » Importance of changing supply chain strategies when entering foreign markets
- » Nature of supply chain partnership between two organizations
- » Operational efficiencies arising out of a successful supply chain partnership

Brief Introduction

In 2005, nine years after it entered India, McDonald's India (McDonald's) opened its 50th outlet at

Faridabad. In the pre-liberalization era, it was difficult, if not impossible, for foreign fast food chain to set up operations in India. But post-liberalization, McDonald's was able to expand its chain of retail outlets in the country because of its careful planning of its supply chain operations in India.

McDonald's Corporation, one of the leading global food service retailers with more than 30,000 restaurants in 119 countries had to spend a lot of time planning its operations prior to its entry into the Indian market in October 1996.

Questions for Discussion:

1. What form of partnership exists between the McDonald's and Foodland? What in your view was the key behind the development of such an effective partnership?
2. Describe the benefits Foodland gained as a result of its partnership with Mc Donald's. How did Mc Donald's improve its operational efficiencies as a result of this partnership?

3. Synergic Advantages of Mergers & Acquisitions - A Case Study on Private Sector Banks in India

Synopsis

This was a case of voluntary merger of ICICI bank with bank of Rajasthan and HDFC with centurion bank of Punjab. Since, both the mergers were synergy oriented and there were several motives behind the voluntary merger. Further, also take a glance on policy procedure and regulatory authority involvement in voluntary mergers of bank.

- From the case we can learn about swift change in the financial performance of bank immediately affected from the merger year
- Also can be realized on kind of synergies exist in the bank mergers and the expected time consume by a bank in a way to absorb the dispensing entity, at the same time giving fruitful outputs in longer run
- Critically can learn that the synergistic merger always create worth for the acquiring bank in short run as well as in long run
- Also to understand the policy procedure, regulatory and supervisory authorities and bank's constitution contribution in way of execution of voluntary merger of private banks

Pedagogical Objectives

- To ascertain the rationale for the mergers
- To identify various synergies that will create worth for acquiring bank
- To assess impact of merger on profitability and revenue generation aspect of the bank
- Policies involvement for voluntary merger of bank

Questions

- I. Is there any other mode for growth and expansion for banks except for mergers and acquisition?
- II. What kinds of synergy generate when M&A deals take place?
- III. Does the series of mergers by certain bank add value to its performance?

4. Problems of the Pak Elektron Limited, PEL Appliances

The Pak Elektron Limited, PEL Appliances manufactures printed circuit boards to the specifications of its different customers, the electronic manufacturers. It employs new designs and prototype production techniques that enable the company to become more adept in anticipating and resolving the problems of its consumers, over its competitors. However, despite the effective maintenance of the company's workers over its operations, several problems have been encountered in sustaining the operations of the company, which become the source of its loss of profit and sales. The problems identified and described by Mr. Mohsin Qayyum include problems related to operations, productivity, quality and delivery. Primarily, the operation of the company is declining, due to production bottleneck

The shifting of workload from one operation to another without pattern causes this bottleneck. The company is having a hard time anticipating the workload pile up in the shop daily because individual orders from clients impose varying workloads on each operation. The variation in the workload depends upon the differences in the size of the order that bypass some operations and from the differences in circuit designs. In addition, the company entertains four-day rush orders, which require rework at one or two operations, thus, delaying the process of delivering art work modifications of a client.

This is because the company's workers are shifted from one work operation to another depending on the demand of the operation. In this sense, some workstations are left vacant, while some workstations are overloaded. Moreover, disturbance in the operations of the company is may be attributed to telephone calls from the customer's engineers who had encountered a design problem. As a result, the customer would be requiring redesigning and rework on the products. Another problem of the company can be encountered in terms of its productivity, as some machines are left idle more often that expected. Another source of this problem is that the standard labor hours do not include time spent in reworking parts that have failed inspection or have been returned by clients. In addition, the time used for moving from one station to another adds to the idle time used by workers, thus, further lessening their time for production. I also believe that the job strategies used in the company are far from ideal, thus, not reflecting improvements in its operations. This leads to the realization that operations and productivity method improvements are not being implemented due to the pressure for output, the constant shifting of workers from one job to the next, and in inhibiting experimentation with new ideas.

Furthermore, the introduction and implementation of new ideas and methods has led to further confusion, as the increase in the production of a particular station resulted to the piling up of work in another, thus, rescheduling orders and reassigning workers. This further impeded the productivity of the company. Aside from operations and productivity problems encountered, the company also encounters problems and failures in maintaining the quality standards of products and in meeting promised delivery dates. The company's sales manager, reported that since August, the company has been receiving customer returns, which increased from under one percent to about 3%, and delay in product delivery, which averaged 9 days late. This would result to the continuous loss of sales, as the company's competitors are able to promise four-week deliveries on small orders.

In addition, the company fails to inspect the quality of their products more effectively, thus, resulting to increase in returns and reprocessing. The problem occurs as the president feels that a more strict inspection system would not be possible, as product standards vary from customer to another and from one order to another. In September, the company's reshipments reject rates increased, resulting to a 6% total loss due to incomplete operations and subsequent reworking and reprocessing of circuit boards. Moreover, due to the delay of production and the increase in the reworking of products, the company has fewer shipments, with actual deliveries delayed with an average of 9 days. This forced the company to

hire an addition of eight employees assigned in the production force. However, it would still take some time before making the additional employees skilled in the business.

Q1. Identify the problem can solved?

5. List out the operational bottlenecks and suggest suitable solutions.

Prime powers Ltd is a growing start up which manufactures the spare parts for bicycles, located in Ambattur, Chennai. The customers of PPL include brands like Hero, BSA and Hercules. Apart from this, the company takes up all fabrication work for other companies as outsourcing. The company has bagged orders recently for the Government cycles to school students. The capacity of the company is now insufficient for the demand at hand. The Production manager is in a dilemma and approaches the MD for discussing the issue. The manager anticipates more demand and suggest for expansion of new facility which the MD is not willing.

1. What would you suggest for capacity planning?
2. Give a clear picture about the demand supply match here.

6. The Double Rite Bottling Company delivers soda to vending machines throughout the northern section of Rhode Island. The Company takes pride in the fact that all the beverages are sold in returnable bottles. The president of Double Rite feels it is his civic duty to help decrease the roadside trash that is often attributable to disposable beverage cans. The returned empty bottles are stored on the roof of the truck when the driver is making his deliveries. Upon returning to the warehouse after deliveries are made, a helper passes the empty cases from the roof of the truck to the driver standing on the ground. The driver then places the cases onto a conveyer.

Question:

How can the handling of empty cases from the roof of the truck be accomplished in a more economical manner?

7. Disregard the handling of empty cases in the body of the truck

The JAW Bottling company has recently introduced a new beer to the market called HEAVY. It is extra high in calories. It has been developed specifically for those people that enjoy feeling full after only one beer. The materials handling supervisors at JAW Bottling have been receiving complaints from lift truck drivers that cases of the new HEAVY beer are slipping off pallets during intra-plant movement and truck deliveries. Thus far the JAW engineering department has tried to eliminate or reduce case slippage through the use of the following methods:

1. Top case clamp on the fork truck.
2. Strapping cases to pallet.
3. Plastic wrapper around cases
4. The use of a large size pallet with a retainer strip nailed along the edges.

Question:

Using a method other than those described above, can the case slippage problem be solved?

8. The Jones Company operates a centrally located storeroom in their manufacturing complex. Every afternoon each craft foreman (Tin Shop, Electric Shop, Iron Workers, etc.) writes a requisition for common use items that will be required for the next day's work. These common use items include nuts, bolts, screws, washers, flashlight batteries, and gloves. All specialty items are ordered separately.

During the night shift, storeroom personnel fill the orders of items requested by the craft foreman. Each morning, one or two workers from each department go to the storeroom with a four-wheel platform truck to pick up the filled order.

Question:

Although studies have never been performed to determine the amount of time craftsmen spend waiting for supplies, it is the thoughts of the management that idle craft manpower is a problem resulting from this procedure. How can time spent traveling to and from the described storeroom be reduced, thus, eliminating or decreasing crafts' personnel travel time?

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15MBA015 RESEARCH METHODOLOGY

1. Online Booking - Has the Time Come?

The day is not very far when the Indian travellers can criss-cross the globe with just a few clicks. Taking e-commerce another step further, the Indian travel industry is composing itself to usher in the era of e-ticketing

On-line booking involves pursuing of available information on travel websites and then making a reservation. However, in particular airline, then you can check out travel sites, which collate flights details of all airlines, and are the apt place to portals, such as, travelguru.com, arzoo.com, yatra.com, indiatimes.com, rediff.com, makemytrip.com, and cleartrip.com. flights along with their fares in an ascending order, i.e., the lowest priced, ticket is featured first, on its web page.

The number of consumers who book travel tickets online is growing. But a switch from offline environment. to online environment has changed the minds of consumers Such doubts have been termed as perceived risks in literature.

Also, the Internet revolution has brought about significant changes in market transparency, defined as the availability

market participants. For example, air travellers can use online travel agencies to browse through hundreds of travel offers, typically few offers from a traditional travel agent or airline prior to the Internet era.

Generally, market transparency seems to benefit consumers because they are able to better discern the product that best suits their needs. However, there still is a large percentage of population who get their tickets booked through the traditional queuing system. The advent of e-ticket booking over the past couple of years has led to the mushrooming of online travel agencies. These agencies come up with a wide variety of services for a faster and more convenient mode of ticket booking. They offer a host of services as mundane as a train or flight ticket to something as exotic as a holiday. They offer various packages which have the holiday. They even offer a convenient pick-up and drop service. With such a range of services being offered at your fingertips, a more number of travellers would start using such easy, fast and convenient services as compared to the conventional booking counter. Yet, we still observe long queues at the various reservation counters. And, we also know that there are a number of services available to book their travel than through traditional travel booking counters.

Srininandan Rao, CEO of Ghoom.com, a travel portal that has been in existence for the past three years wondered whether he should build a base for his travel booking business or look at an alternative customer base for his travel booking business or look at an alternative business model. Questions:

1. What is the kind of research study that you can undertake for Mr. Rao?
2. Formulate the research problem and the objectives of your study. Can you suggest a research approach that you can take?
3. Develop a working hypothesis for your study.

2. Danish International (A)Shameem had been with the organization for a fortnight now and was due to meet Raghu. Raghu asked him to be seated and said, 'So doctor, what is the diagnosis?'

Shameem Naqib had been recently hired as the company counsellor at Danish International, as Raghu Narang, the CEO, had a record of non-performers. He had hand-picked the Band II decision makers from the most prestigious and growing enterprises. He had a record of strategic turnarounds they had managed in their respective roles. So why this inertia at DI? The salaries and autonomy was permitted in decision-making and yet nothing was moving.

There had been two major mergers and the responsibilities had increased somewhat. When Shameem went to meet Sid, who had joined six months back, he was reported absent and seemed to be suffering from hypertension and angina pain. His colleague told him that Sid had not come for the past four days. As he was talking to Raghu's secretary, he could hear Kamini Bansal, the HR manager, talking to a new recruit, who after six weeks of joining had come to ask her about her job role.

The Band III executives had been with the company for a tenure of 5 – 15 years and yet had not been able to make it to the top (Band I employees). They were laidback, extremely critical and yet surprisingly were not moving.

Raghu also seemed a peculiar guy, he had hired him as the counsellor and was also making some structural changes to nullify the effect of 'evil spirits'. He had a history of hiring the best brains, and then trying to fit them into some role in the company. If they did not fit in, firing him without any remorse. He had changed his nature of business thrice and on the personal front, he had a divorce.

The company had a great infrastructure, attractive compensation packages and yet the place reeked apathy. It was like a mess. How is it possible to undertake operation clean up?

1. What is the management decision problem that Shameem is likely to narrate to Raghu Narang?
2. Convert and formulate it into a research problem and state the objectives of your study. Can you suggest a theoretical framework to study?
3. Develop the working hypothesis for your study.

3. The Pink Dilemma

The Indian television industry has seen an exponential growth since the satellite television first came to India. Today, though only 10 per cent (according to various industry estimates), this class of people watching cable tv is defined as the 'consuming class'. In 1994, cable and satellite television was 86.9 per cent of the total television advertising as against a meagre 31.3 per cent in 1994. Hindi is the fuel for growth in the television industry with a 46.8 per cent share of the total viewership and an even higher 57.4 per cent share of the total revenue. Sony Entertainment Television is a key player in this space and has been a consistent and strong number two behind the undisputed leader since July 2000. In India, most homes are single-TV homes. Hindi is the preferred language for content (except the four southern states) and that makes the Hindi general entertainment television an intensely competitive space. Star TV has been the undisputed leader since July 2000 and has significantly consolidated its position thereafter. In September 2000, Star TV had much viewership as its nearest rival Sony Entertainment Television. The other contenders are Zee TV, Sahara Wand SA

primetime (specifically in the 9-10 pm slot) which is the focus of this case, the females influence the choice of channel to view. Sony Entertainment Television dominated the 9-10 pm band, with two of its leading shows, Kkusum and Kutumb until the shows of Star Plus took over.

Despite several high profile attempts to regain lost audiences, Sony Entertainment Television's share in this band continued to show a clear dominance over Sony Entertainment Television. (Star Plus average range of Television Ratings (TVRs) is approximately 1.3 TVR5). Besides, Sony Entertainment Television was now perceived as a 'me-too' to Star Plus. Sony Entertainment Television realized that women were the primary target audience who could get eyeballs for the channel. They create and sell a distinct viewing alternative, going beyond the cliched family dramas with storylines revolving around women, which is the predominant fare on general entertainment channels today.

Questions:

1. What could be the probable sources of establishing the market share of the channel that are used in the case? Can you explain its dominance? Why/why not?
2. To help Sony achieve its target of understanding what Indian women want, what secondary data sources would you suggest?

4. Texas Electric Cooperatives, or TEC, is an organization that provides overall management and coordination of the production of electric utility consumers throughout the state of Texas. Not only does TEC provide electric utility service, they also offer many other services. One of these is a large inventory of electrical equipment for distribution.

In 2000, TEC established a new division, Utility Supply and Service (US&S), for distribution of electrical utility products. The division experienced rapid growth. Sales essentially doubled. They were quick to notice that the technology they were using was not enough to handle that rate with effectiveness. Problems such as inconsistency in forecasting their inventory needs, not having enough of the products, and delivery times were increasing. These problems delayed some customer orders, and the amount of time and effort required for procurement needs was becoming a burden.

1. Formulate the research problem
2. What kind of research design to be followed
3. prepare a research proposal to solve the problem
5. What is research design? Discuss the basis of stratification to be employed in sampling public opinion on demonetisation.
6. "Experimental method of research is not suitable in management field." Discuss, what are the problems in the introduction of a new business organisation?

5. The company feels that it would be better for the sales organization if the manufacturers' agents were replaced by full-time salesmen. In the absence of this possibility, the personnel manager has put classified ads in newspapers and trade journals. Employment agencies have responded to this effort, the results, in so far as obtaining qualified sales personnel is concerned, have not been too satisfactory. The personnel manager had sent a number of men who were below his standards and another had sent men who were above his standards. Out of the latter group, he found only two men who he felt were desirable enough to be offered a contract for employment. A very limited amount of training for salesmen. The sales manager is of the opinion that the average salesman can learn all he needs to know in one week. The main job of a salesman in his company is that of knowing the products and customers of the company. In keeping with this idea, the salesmen are made friends with their customers and prospects from the start.

QUESTIONS TO BE ANSWERED

- I. What is the key problem and how can it be formulated?
- II. Is research needed?

6. It has been one month since GST was implemented and its benefits can be seen when a poor person opinion that becoming a trader is essential for him have come down, and commodities have become cheaper. Doing business has become so much easier. An increasing number of customers for the traders is increasing. The GST has impacted the transport and logistics sector; how the movement of trucks and buses to cover distances has come down drastically. Highways have become clutter-free. Earlier, because of multiple tax structures, the transport and logistics sector were expended in maintaining paperwork and that also led to the need for construction of roads. The Good and Simple Tax. GST has produced a big positive effect on our economy in a very short span. The speed at which the

along with rapid migration and new registrations, has instilled a new sense of confidence in the entire country.

QUESTIONS TO BE ANSWERED

1. What kind of research design will you follow to examine the above facts or opinion
2. Formulate hypothesis
3. How do you carry out the research to prove / disprove above facts or opinion

7. ABC Enterprises is an organization that provides overall management and coordination of insects and pest control products and services offered to all consumers throughout the state of Madurai. Not only does ABC provide pest and insect control service, they also offer many other services including maintaining a large inventory of programs to create Professional pest Management services like cleaning the house and repair services.

In 2016, ABC established a new division, Pest Retard and Service (PRS), for distribution of Pest eliminating products. By 2017, they were enjoying very rapid growth. Sales essentially doubled. They were quick to notice that the technology they were using was not enough to allow them to continue to grow at that rate with effectiveness. Problems such as updating technology like nano evasive methods to eradicate very minute germs that prevail in air, inconsistency in forecasting their inventory needs, not having enough of the right products on hand, and long delivery times were increasing. These problems delayed some customer orders, and the amount of time and effort necessary to work on orders and procurement needs was becoming a burden.

Questions:

1. Formulate the research problem
2. What kind of research design to be followed?
3. Prepare a research proposal to solve the problem.
4. What kind of research is required to bring out effective solution to ABC?

8. With net revenues of Rs. 7.26 bn and net profit of Rs. 300.46 mn for the financial year ending December 31, 2010, Bata was India's largest manufacturer and marketer of footwear products. As on February, 2016, the company had a market valuation of Rs. 3.69 bn. For years, Bata's reasonably priced, sturdy footwear had made it one of India's best known brands. Bata sold over 60 million pairs per annum in India and also exported its products in overseas markets including the US, the UK, Europe and Middle East countries. The company was an important operation for its Toronto, Canada based parent, the BSO group run by Thomas Bata, which owned 51% equity stake.

The company provided employment to over 15,000 people in its manufacturing and sales operations throughout India. Headquartered in Calcutta, the company manufactured over 33 million pairs per year in its five plants located in Batanagar (West Bengal), Faridabad (Haryana), Bangalore (Karnataka), Patna (Bihar) and Hosur (Tamil Nadu). The company had a distribution network of over 1,500 retail stores and 27 wholesale depots. It outsourced over 23 million pairs of footwear per year from various small-scale manufacturers.

Throughout its history, Bata was plagued by labor problems with frequent strikes and lockouts at its manufacturing facilities. The company incurred huge employee expenses (22% of net sales in 2012). Competitors like Liberty Shoes were far more cost-effective with salaries of its 5,000 strong workforce comprising just 5% of its turnover.

By the end of 2012, Bata still faced problems of a high-cost structure and surplus labour. Infact, the turnaround had made the unions more aggressive and demanding. Weston had failed to strike a deal with the All India Bata Shop Managers Union (AIBSMU) since the third quarter of 2013. The shop managers were insisting that Bata honor the 2012 agreement, which stipulated that the management would fill up 248 vacancies in its retail outlets. It also opposed the move to sack all the cashiers in outlets with annual sales of less than Rs 5 mn, which meant elimination of 690 jobs.

Questions:

1. State the research problem in Bata.
2. Identify the type of research required to discover a solution in this case.
3. Draft a research design in this case.
4. Develop two hypothesis for the research to be carried.

9. Aircel group is an Indian mobile network operator headquartered in Chennai, that provides wireless voice, messaging and data services in India. It is a joint venture between Maxis Communications Berhad of Malaysia and Sindya Securities & Investments Private Limited, whose current shareholders are the Reddy family of Apollo Hospitals Group of India, with Maxis Communications holding a majority stake of 74%. Aircel commenced operations in 1999 and today is the leading mobile operator in Tamil Nadu, Assam, North-East India and Chennai.

Aircel was also adjudged the “Best Employers” by Aon Hewitt in 2011. The company’s continuous focus is on acquiring, nurturing and retaining highly talented people by providing them with an inclusive and dynamic working environment. It has also set up the Aircel Academy, a 25,000 square foot facility in Gurgaon (HQ) to provide learning and specialized development for employees. So it decided to design competency mapping to select and retain the best talented people to compete in global scenario.

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (more historically called “KSA’s”) that are described in terms of specific behaviours, and are demonstrated by superior performers in those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways of thinking that impact an individual’s behaviour.

Questions:

1. Design a questionnaire for competency mapping to extract the best competencies in Aircel.

4) Assume that you are undertaking a research

1. To assess the growth and development opportunities available in IT companies.
2. To assess a comprehensive package for employees of IT companies.
3. To switch over other IT jobs.

Question.

1. Design a 5 point scale of your choice in your questionnaire used for research.

PERFORMANCE MANAGEMENT

1. RV company limited manufacturers a wide range of automotive components. It has a workforce of 1,500 including 250 supervisors and executives. Performance appraisal of these supervisors and executives is conducted by their respective superiors annually. The parameters used for performance appraisal are sense of responsibility, superiors dependability on subordinates, initiative, regularly and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal has three objectives: to grant annual increment to determine promotability and to assess training needs.

In one year, some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard. The overall low scores were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the Managing Director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved superiors and executives should be given regular increments and time-bound promotions. The system would be more objective , fair, and free from undue biases.

Questions:

1. What actions should be taken to the representation made by the aggrieved supervisors and executives?
2. Should there be separate appraisal criteria for appraising supervisors and executives? If yes, where are such differences needed?

2. Candy making is a fun business, and so it's no surprise that it's fun to work at the Jelly Belly Candy Company of Fairfield, California. But at this family-owned company, there's no fooling around when it comes to promoting employee performance and job satisfaction. So when Jelly Belly decided to overhaul and automate its antiquated employee performance and talent management process, it was looking for a serious solution to help give its employees across the United States fair, accurate performance appraisals.

Herman Goelitz Candy was founded in 1869 by Albert and Gustav Goelitz, whose great-grandsons own and run Jelly Belly today. The Jelly Belly Candy Company makes Jelly Belly brand jelly beans in over 50 flavors, as well as candy corn and other treats. Introduced in 1976 and named by former U.S. president Ronald Reagan as his favorite candy, the company's jelly beans are exported worldwide.

Like almost every smart company, Jelly Belly recognizes that employees are more likely to stay with their employer when they feel connected and recognized for their efforts. Programs for managing and evaluating employee performance are critical to aligning corporate and employee values and priorities.

Challenge

Jelly Belly's search for a new employee performance and talent management system began several years ago, when two branches of the family business were reunited into a single company. One branch was using an outdated performance management software program. The other was doing its employee performance appraisals manually, using paper forms.

Having a variety of jelly bean flavors is great – a variety of employee appraisal processes in a single company is not. The task of updating and consolidating the performance management process fell to Margie Poulos, HR Manager of Jelly Belly's Midwest operations. She and a small team of Jelly Belly HR staff were charged with finding a single automated system that could be used for all of Jelly Belly's 600 employees in three locations.

The driving factor behind Jelly Belly's performance management automation was the belief that thorough, accurate reviews help employees to better understand what's expected of them, so that they can set clear, measurable objectives. That translates into higher employee satisfaction, said Jeff Brown, Jelly Belly's Director of Human Resources. "When employees feel they have gotten a thorough and accurate review, it boosts their morale," Brown said. It also leads to improved talent management and makes it easier to retain valuable employees, which management experts know is a key factor in corporate growth and market leadership.

Questions:

1. Explain Jelly Bellys' employee performance appraisal process?

3. Assume you are the CEO of a company that employs a huge number of industrial workers who are below graduate level and who possess the technical job-specific skills. Your organisation is highly driven and requires everyone to perform well, keeping pace with the machine cycle time. Any below -the-standard performer can create a total mess in the assembly line production system, we cannot back track a job; as a result when the job travels through different work stations with incomplete workmanship, the end product fails to conform to the required quality and is rejected. As CEO, design an appraisal format and develop performance review system for your organisation.

Suggest which review process you deem fit and why?

4. Based on the following job description and list of competencies for a software sales position, create a performance appraisal form that contains the basic components of an appraisal form as well as the desirable features of a performance appraisal form as well as the desirable features of a performance appraisal form.

Job description: Responsible for selling company software programs to schools in designated districts. Individuals are responsible for project managing the preparation of customized sales material for each school in their districts. Salespeople are also responsible for preparing and giving sales presentations to relevant district employees. Finally, the salesperson is responsible for identifying and cultivating key relationships in his/ her districts.

Competencies:

- Project Management: organizes and plans projects, completes in timely fashion, performs at a high quality level.
- Sales Performance: total sales meet company standards, demonstrates aggressive but ethical sales practice.
- New Clients: makes in-roads into school districts, schedules presentations to prospective clients, closes contracts.

- Client Relationships: maintains effective client relationships, able to upgrade and deliver new services to clients, receives praise from clients.
- Technical Expertise: understands software packages, able to teach clients how to best use software, can troubleshoot with clients.

5. Dinesh a machine operator, worked as a mechanist for Ganesh, the supervisor. Ganesh told Dinesh to pickup some trash that had fallen from Dinesh’s work area, and Dinesh replied, “I won’t do the Janitor’s work”. Ganesh replied “when you drop it, you pick it up”. Dinesh became angry and abusive, calling Ganesh a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard Dinesh’s comments. Ganesh had been trying for two weeks to get his employees to pickup trash in order to have cleaner workplace and prevent accidents. He talked to all employees in a

weekly departmental meeting and to each employee individually at least once. He stated that he was following the instructions of the General Manager. The only objection came from Dinesh. Dinesh has been with the company for five years, and in this department for six months. Ganesh has been spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to have quick temper. This outburst by Dinesh hurt Ganesh badly. Ganesh told Dinesh to come to the office and suspended him for one day for insubordination and abusive language to a supervisor. The decision was within company policy, and similar behaviours had been punished in other departments. After Dinesh left Ganesh’s office, Ganesh phoned the HR Manager, reported what he had done, and said that he was sending a copy of the suspension order for Dinesh’s file.

Questions :

- 1) How would you rate Dinesh’s behaviour ?
- 2) What method of appraisal would you use ? Why ?

15EMBA49 MUTUAL FUND MANAGEMENT

Fund Name	Beta	SD	Sharpe	1-yr Returns (%)
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1.

HDFC Capital builder Fund	0.96	18	0.07	24
Reliance Vision Fund	1.5	21	0.05	24

1. Which fund is better among the two, given the situation? Why
2. Analyse the Risk & return associated with each fund
3. What is meant by sharpe ratio explain its significance ?

2 Below are the performance measures for ICICI Prudential Value Discovery –Growth as on May 3, 2017. Critically Analyse & Interpret the below table with proper justification

Metrics	Value
Mean	22.57%
Standard Deviation	15.82%
Sharpe ratio	1.13
Treynor Ratio	17.81
R squared	0.78
Beta	1.01
Alpha	10.57
Information ratio	1.42
Sortino ratio	1.78

3. A leading custodian bank offered mutual funds accounting services to mutual fund companies that already utilized it for the safekeeping of securities. Mutual funds accounting, in this context, primarily was involved with the daily computation of net asset value (NAV). The bank and its mutual fund clients were dissatisfied with the timeliness and accuracy of the NAV calculations being done. The bank engaged a team of consultants from a Big Four public accounting firm to study the processes within the mutual funds accounting department and to recommend changes to improve it. The consulting team from the Big Four firm spent several days observing how the mutual funds accounting department worked, by shadowing its employees as they performed their daily tasks. The consultants also interviewed employees and their managers, to get a better understanding of how they viewed their responsibilities, as well as to assess how knowledgeable they were about the mutual funds accounting field.

The consulting team developed detailed flow charts of processes in the department and discussed these with management, pointing out where work processes could be improved. The consultants also suggested improved automation. After getting approval from bank management, the consultants

searched for software vendors that had packages appropriate to the bank's situation. They then identified one that was willing to customize its existing system to meet specifications needed for the bank's unique situation and mix of clients.

Next, the consultants drew up these specifications in detail, and conducted extensive testing of the software as each module was completed, to be sure that calculations were done properly, and the system was durable and reliable. The user acceptance testing phase took a number of months and required extreme attention to detail.

When the system was finally completed to specifications, the consulting team oversaw its installation and implementation, and led the training of employees, remaining on-site until the bank was comfortable that the new procedures were working well. In all, the project lasted almost precisely one year, with a team of three consultants on-site at the bank daily.

Discuss the case in detail.

- The following information is provided regarding the performance of the funds namely Birla Advantage, Sundaram Growth and Sun F & C Value for a period of six months ending August 1999. The risk free rate of interest is assumed to be 9. Rank them with the help of sharpe index and discuss.

	R_p	σ_p	β
Birla Advantage	25.38	4	.23
Sundaram Growth	25.11	9.01	.56
Sun F & C Value	25.01	3.55	.59

- Wisdom fund, T bills and BSE Sensex have had the following returns over the past 5 years.

Period	Wisdom fund return %	T.Bills Returns %	BSE-Sensex Returns %
19 x 1	9	6	6
19 x 2	-6	10	-5
19 x 3	14	8	11
19 x 4	12	7	10
19 x 5	16	9	13

What is the predictive ability of the fund?

6. Alpha and beta co-efficients for five stocks are given below.

Stocks	Alpha	Beta
Craft high Corp	1.0	.8
Crown Crop	1.35	1.15
Courtesy Corp	1.18	1.25
Cute Corp	1.25	0.95
Cure Corp	1.5	1.4

Rank the five stocks using jensen's performance measure.

7. Mr. Anand is having units in a mutual fund for the past three years. He wants to evaluate its performance by comparing it to the market.

	Fund	Market
Return	70.60	41.40
Standard Deviation	41.31	19.44
Risk free rate	2%	2
Beta	1.12	

Find out sharpe and Trynor indices. Comment

8. Nithya firm is trying to decide two out of the four investment funds. From the past performance, they were able to calculate the following average returns and standard deviations of these funds. The current risk free rate of interest is 9 per cent.

	Alpha fund	Vinu Fund	Meenu Fund	Arvind Fund
Average Return	17	18	16	14
Standard Deviation	19	20	13	12

9. The following three portfolio provide the particulars given below

Portfolio	Average Annual Return	Standard Deviation	Correlation co-efficient

A	18	27	0.8
B	14	18	0.6
C	15	8	0.9
Market	13	12	---

Risk free of interest is 9.

- Rank these portfolio using sharpe's and Treynor's methods.
- Compare both the indices.

10. Mr. Rajesh is a Wealth Manager working for a well known Investment banker in India. One of his client wishes to purchase 2 stocks, one related to technology (Asset T) and another banking stock (Asset B). The following is the forecast of returns on both the stocks during 4 phases of economy – High Growth, Low Growth, Stagnation and Recession.

State of nature	Probability	Return on asset T	Return on asset B
High growth	0.10	5%	0%
Low growth	0.30	10%	8%
Stagnation	0.50	15%	18%
Recession	0.10	20%	26%

- What is the standard deviation of the return on asset T and asset B?
- What is the covariance between the return on asset T and asset B?
- What is the coefficient of correlation between the returns on asset T and B?

11. From the following calculate Sharpe ratio, Treynor ratio and Jensen's ratio and suggest which fund is better

Fund	Fund A	Fund B
Return of the fund	12%	10.5%
Standard deviation	7%	6%
Beta	8	7
Risk free rate	6%	6%

12. NAV of an equity scheme of a mutual fund was Rs. 12.50 in the beginning of the year. The mutual fund has distributed a dividend of Rs. 1.30 per unit during the year and has an NAV of Rs. 12.80 at the end of the year. Find out the percentage return of the mutual fund. For the forthcoming year the mutual fund has announced a scheme which has issue expenses of 6% and expected to earn 16.5%. An investor earns a return of 14% by investing in equity shares. How much should be the expenses of the new scheme to make the investor indifferent between equity investment and mutual fund investment?

13. The possible outcomes of two securities under different economic conditions are given below:

Economic Condition	Probability	Returns %	
		Security X	Security Y
A	0.1	-10	16
B	0.2	12	-5
C	0.4	9	7
D	0.2	7	18
E	0.1	-4	20

Calculate: (i) The expected return on individual securities

(ii) The expected return on a portfolio of X and Y

(a) If the proportion of X and Y is 50:50

(b) If the proportion of X and Y is 20:80

(c) Which combination you prefer and why?

14. A mutual fund has announced a new scheme in which the initial expenses are 5.5% and annual recurring expenses are 1.5%. Investors in the market have a minimum required rate of return of 16%. How much should the mutual fund earn in order to satisfy the investors' expectation?

15. The following information is provided regarding the performance of the funds namely Birla Advantage, Sundaram Growth and Sun F & C Value for a period of six months ending August 2018. The risk free rate of interest is assumed to be 9. Rank them with the help of Sharpe ratio and Treynor ratio and discuss.

	R_p	σ_p	β
Birla Advantage	25.38	4	.23
Sundaram Growth	25.11	9.01	.56
Sun F & C Value	25.01	3.55	.59

16. From the following information calculate NAV per unit:

Name of the Scheme

ABC

Size of the scheme	Rs 100 crore
Face value of the unit	Rs 10
Market value of the fund's investments	Rs 180 crore
Receivables	Rs 1 crore
Accrued income	Rs 1 crore
Liabilities	Rs 0.5 crore
Accrued expenses	Rs 0.5 crore

17. The following investment opportunities are available to Mr. Shankar:

Economic condition	Probability	Returns %	
		Security A	Security B
Good	0.5	40	0
Bad	0.5	0	40

Explain whether combining the securities in the proportion of 50:50 would be advantageous to Mr. Shankar.

18. Mr. Anand is having units in a mutual fund for the past three years. He wants to evaluate its performance by comparing it to the market.

	Fund	Market
Return	70.60	41.40
Standard Deviation	41.31	19.44
Risk free rate	2%	2
Beta	1.12	1

Find out Sharpe and Treynor ratios and comment

19. Nithya firm is trying to decide two out of the four investment funds. From the past performance, they were able to calculate the following average returns and standard deviations of these funds. The current risk free rate of interest is 9 per cent. Help Nithya using Sharpe Ratio.

	Alpha fund	Vinu Fund	Meenu Fund	Arvind Fund
Average Return	17	18	16	14

Standard Deviation	19	20	13	12
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20. The following three portfolio provide the particulars given below

Portfolio	Average Annual Return	Standard Deviation	Beta
A	18	27	0.8
B	14	18	0.6
C	15	8	0.9
Market	13	12	---

Risk free of interest is 9.

- c) Rank these portfolio using Sharpe's and Treynor's methods.
- d) Compare both the indices.

21. Mr. Rajesh is a Wealth Manager working for a well known Investment banker in India. One of his client wishes to purchase 2 stocks, one related to technology (Asset T) and another banking stock (Asset B). The following is the forecast of returns on both the stocks during different states of the economy:

State of the Economy	Probability	Returns %	
		Asset T	Asset B
J	0.1	-10	16
K	0.2	12	-5
L	0.4	9	7
M	0.2	7	18
N	0.1	-4	20

- (i) What is the standard deviation of the return on asset T and asset B?
- (ii) What is the covariance between the return on asset T and asset B?
- (iii) What is the coefficient of correlation between the returns on asset T and B?

15GMBA41 / MARKETING RESEARCH

The Royal Warrant - Celebrity Endorsement

The caselet gives an overview of how marketers used The Royal Warrant issued by the British Royal Family as a form of celebrity endorsement. By using Royal Warrants, marketers tried to convey the message to consumers that their products were of high-quality. The caselet also mentions how The Royal Warrant helped a number of small companies to promote their products.

Issues:

- » Effectiveness of celebrity endorsements in increasing the brand value of a product/ service
- » Challenges faced by marketers in using members of royal families as celebrity endorsers
- » The role of consumer aspirations in acceptance of celebrities as effective endorsers by the public

Introduction

The Royal Warrant (Warrant), a grant made by the British Royal Family to companies or traders who supplied goods and services to the royal family (Refer Exhibit), was used as a marketing tool by suppliers to endorse the quality and reliability of their products and services.

“If you’re talking about British luxury goods, you’ve got to be talking about goods with the Royal Warrant. It’s almost like celebrity endorsement in a way,” said Harry Warner, general manager of englishhall.com, a website selling British luxury goods...

Questions for Discussion:

1. How was the Royal Warrant different from other celebrity endorsements?
2. How can marketers nullify the negative attributes associated with the endorsement of products by royalty?

Corporate Social Responsibility - Are Corporates Walking the Talk?

The caselet, Corporate Social Responsibility: Are Corporates Walking the Talk? gives an overview of the increasing interest shown by companies in undertaking activities which are good for society, in addition to doing business in a responsible manner. The caselet also speaks about the need on the part of the companies to 'walk the talk' rather than keeping the policies and

action plans on paper. It indicates that with the public becoming increasingly aware of the developments around them, using corporate social responsibility as a promotional tool could backfire, if the companies are not genuine in their claims.

Issues:

- » The need to be pro-active in putting into action what has been professed as part of a company's Corporate Social Responsibility endeavors
- » Integrating Corporate Social Responsibility with business strategy
- » How socially responsible practices helped companies to save on expenditure costs

Introduction

An increasing number of companies have realized that doing sustainable business made business sense. One of the ways in which companies have tried to bring in sustainability in business is through their Corporate Social Responsibility (CSR) activities...

Questions for Discussion:

1. Why do companies face increasing cynicism from public while communicating their CSR-related activities?
2. What can companies do to attract public attention to their CSR activities?

Tupperware - Influencing Opinions through Word-of-Mouth

Tupperware's famed 'Party Plan' strategy helped the company to connect with potential customers and generate sales from products which were priced at a premium as compared to similar products in the market. The company entered into tie-ups with FMCG players like P&G to increase visibility in the market. The caselet also mentions how Tupperware developed a fun atmosphere in the company.

Issues:

- » Effectiveness of peer group promotions over traditional mode of promotions like advertising
- » How alliances help in improving visibility among the brands involved in the alliance
- » The need to look for alternative sales generating options other than direct selling to generate revenues

Introduction

Tupperware, a direct selling company entered India in November 1996. Tupperware adopted a three-tier network structure. At the lowest level was the Dealer.

One rank above the dealer was the Manager who operated a team of six dealers. The manager also had to sell like the dealers, in addition to motivating and training dealers. She got a commission on the sales of her team...

Questions for Discussion:

1. How did Tupperware use parties to increase sales of its products?
2. "Tupperware's marketing strategy was described by its three Ps - Product, Party Plan, and People." What was unique about Tupperware's marketing?

Dove - Campaigning for Real Beauty

Dove's new promotional campaign tried to break away from the stereotype images of beauty portrayed by the media and advertisements. The campaign titled 'Campaign for real beauty' caught the attention of the public. The caselet deals with the challenges the company had to face while implementing the promotional campaign.

Issues:

- » The role played by advertising companies and the media in portraying images of beauty
- » How companies are trying to be authentic in their promotional campaigns
- » Influence of peer groups and reference groups in influencing beliefs of people

Introduction

Dove, a leading cleansing brand from Unilever, has been criticized for coming out with campaigns portraying stereotypic definitions of beauty which promoted the idea that looking great meant being thin.

"People feel under pressure to improve their appearance, even at times such as childhood, pregnancy and later in life, when, traditionally, it was OK not to bother," said Tamar Kasriel, Head - Knowledge Venturing, Henley Center, a marketing consultancy...

Questions for Discussion:

1. Assess the challenges the "Campaign for real beauty" campaign faced and will face in the future.
2. In which ways were "Campaign for real beauty" unique as compared to promotional campaigns of beauty companies?

ENTREPRENEURSHIP DEVELOPMENT & MANAGEMENT OF SMALL BUSINESS

Rai Bahadur Mohan Singh Oberoi Did His All His Way

It is not often acknowledged that Rai Bahadur Mohan Singh Oberoi, 100, chairman of an empire of 29 hotels spanning most of the world's landmass is also the man who pioneered India as a brand, way back when it was only a bazaar of begging bowls and exotica. At 90, He looked back in something close to awe and said, "I often wonder how I did it."

Certainly he did not give much of the credit to luck. True, He stood at the right time at the right place to confront his destiny, but this was just physical happenstance. What he did with the situation was amazing for a man from the boondocks of Bhaun, with little education, and really not to the manner born.

Indeed, if anything the Rai Bahadur made his fortune out of calamity. If his father hadn't died of cholera when he was only an infant, his mother would not have returned to the ancestral home which gave Oberoi the connections and contacts that helped him raise money later to buy his first hotel, the Clarke's at Simla. If he hadn't flunked the interview for his first job as clerk with the Government of India, he would never have made his way to the Simla Mall, gazed in wonderment at the glitter of the

Cecil and made up his mind that he would work there. If a fatal bug in the water supply, hadn't laid low Calcutta's mighty Grand Hotel. It would never have been up for grabs. Again Oberoi just chanced to hear about it at the Delhi railway station when he was leaving to return to base in Simla. He simply changed his ticket and his direction and went to mint millions out of war-time Calcutta---another catastrophe. Life served his lemons regularly but with even greater regularity did the Rai Bahadur made lemonade.

The story of the Rai Bahadur is all the more impressive because there was nothing in his background to suggest that he would be able to create the world-class ambience and sophistication for which the group is now celebrated, that he would be able to foresee India's current positioning in the global market, while doffing a deferential hat to history when it was demanded.

For instance, when other hotels were cramming their lobbies with brassbound chests and colonial nostalgia, Oberoi created the first international business hotel, the Oberoi intercontinental in Delhi. However, in the Mena House, Egypt, and the Windsor, Australia, he went to extraordinary lengths and expense to produce authenticity to the last detail, including countrywide searches for memories and memorabilia. In order to replicate the flooring in the Windsor, he tracked down the original supplier of the tiles in distant Stoke-on-Trent, England.

Celebrating his 100th birthday last week with his mind almost as clear as it was 50 years ago, perhaps the one philosophy responsible might be his dictum. "I never worry. It clutters the brain. The problem may not happen, and even if it does, worrying will only come in the way of a clear-headed solution."

QUESTIONS:

1. "Nature and nurture play a key role in entrepreneurship development." Explain with reference to above case study.
2. In your opinion, what are the significant determinants in the making of Shri Oberoi's entrepreneurial career.

"Reeta Singh: From Dairy Woman to Helicopter Owner"

Reeta Singh, 45 years old in January 2000, the founder of Mesco Company with an annual turnover of Rs.1,500 crore had to put hard labour to reach to the pinnacle of her success. When she was just 7 years old, her father retired from the post of lecturer. She got married with an Air Force Officer at the age of 19 years. When she felt boredom after marriage she planned to start a milk dairy. She started

it with the three buffaloes at Hindon near Ghaziabad. She started earning profits from selling milk and thought to expand her dairy business. However, it was not accepted to the luck. Her husband was, meanwhile, transferred to Sarwana. Like most of the Indian wives, she joined her husband at Sarwana but certainly with her innate enterprising attitude.

That place and situations do not deter one from marching ahead in accomplishing one's mission was certified by Reeta Singh by installing a Sugar Plant at Sarwana. She was so strong in her mission that she dared to do her own even the risky jobs like driving tractors packed with sugarcane. There came yet another trial for her. Her husband had to retire 20 years before his super annuation age as he fell prey to paralysis. Now, there was no other option for Reeta Singh but struggle and struggle. This struggle period sparked an altogether new business idea in her head. Reeta Singh started thinking of venturing into the export business that was least known to her. But she was firm on it and her ardent effort brought an order for the tune of 5,000 tons of Tepeo [a kind of cattle fodder] to supply to Germany and America. Reeta Singh somehow complied with the order without any sufficient capital at her disposal and toured Germany all alone. Though she did not earn any profit out of her business tour to Germany, she could well understand the complex procedure involved in export business. This came as a turning point in her life. Then, there was no looking back for Reeta Singh.

The Hindi word 'Singh' means Lion. The name 'Reeta Singh' symbolises 'Lion'. She was so strong in strengths and serious in efforts as lion is. Today, the outcomes of Reeta Singh's tireless hard labour to achieve greater and greater things in life are the Mesco Pharmaceuticals, Steel plant, Leather Goods, Shoe Company, and Mesco Airlines. There is no denying of the fact that to erect such a gigantic business empire and to reach to her self-actualisation stage, Reeta Singh underwent through every trail of struggles she was put in. That is why her success founded on series of struggles has made Reeta Singh inclined to simple life and ordinary things. She does not like much to join the status symbol parties till late night. What she likes is to look after her business empire by travelling abroad in her own two Helicopters. She likes to pass her holidays in her holiday home in Mauritius. In fact, her likings are bundles of contradictions. While she likes to be adorned with diamond and pearl, she loves to remember her days of struggle by looking at people travelling on richshawas and in jampacked DTC and blue line buses while travelling in her costliest Rolls Royes on the heavily crowded roads in the national capital city of Delhi. This is not the end of her likings. Last time, she also contested from the Ghaziabad parliamentary constituency which she lost. She wants to live life with fulfilment for which she is always ready to take any risk.

Reeta Singh believes: "Risk needs to be taken in life because it is impossible to climb the stairs of success without taking risks."

QUESTIONS:

1. In your opinion, which theory of motivation does apply to Reeta Singh?
2. Discuss the major entrepreneurial competencies that you find in this case?

Right Rails of Ravindra Bam

He claims to have saved over 25,000 trees in eight years. Ravindra Bam has achieved this by selling his 'Decorail' curtain carrier systems to people who would otherwise have got pelmets. An arts graduate, Bam worked in banks for 16 years and as an administration manager for a Muscat-based construction company for another six before deciding to return home and set up his own business. "My wife and I used to collect any new thing we saw while we were in the Gulf," he recalls. "We saw this product there, and decided to manufacture it in India."

Active in the Students' Federation of India while at college, Bam still believes in creating employment in rural areas. So after coming back to Pune in 1986 and surveying the market for two-and-a-half years, he searched for a place where there was no industry, and bought land at Gauddara off the Bangalore highway. All his 40 employees today are locals. And in this composite project to make curtain rods, tape and hooks, lack of knowledge of either textiles or engineering proved to be a plus point. "I might not have ventured into it had I been an engineer!", he says.

Today, Bam's Ajay Windecor products makes and exports a range of rope operated drapery systems - Rollonrail, Draperail, Minirail, Fast Track and Easyline Track, besides the original Decorail. All of them, except Fast Track which was developed for heavy-duty use in hotels, hospitals and public places, are telescopic: there are four basic sizes, which provide rust-resistant, powder-coated rods between 90cm and 4.5 metres in size.

With 13 components to make, Ajay Windecor needs 150 press-shop operations with 250 different dies. Everything is done in-house, from shaping and punching the mild steel strips to powder-coating the finished rods and hooks, and weaving of the polypropylene and cotton ropes which open and close the curtains. Bam is especially proud of the fact that he is the only Asian manufacture of the tape used for his systems. "Unlike the normal curtain tape, which becomes flaccid after washing, this stays stiff so that the curtain retains the right fall," he points out.

Another division, to make the 'tie bags' used to pull the ropes, was set up as a separate company in collaboration with British Trimmings in 1994. But the UK firm's participation ended when it was itself taken over by a US-based company in 1996; and Saj Trimmings, named after Bam's daughter, is now wholly owned by his family though it continues to supply tie bags to its former partners. Bam employs only women in this unit, and intends to stick to this policy even after an impending expansion. "Every family in the village has atleast one woman who has been widowed, or deserted, or faces other problems," he explains.

In developing a dealer network, Bam did not want established businessmen. Most of his 150 dealers today are people who started with Decorail. About 30 of them are women; and the others involve their families in business, because he insists that every dealer must also offer a curtain stitching service: "The customer wants the curtains, not the rod!" he remarks. Along the way, he has also set up three centres to train his dealers' wives and family members for this purpose.

The advantage, he points out, is a close dealer - customer rapport, so much so that there are instances where the dealer's son fell in love with - and married - the customer's daughter! Obviously, the dealers are happy: each sells about 100 units a month, earning between Rs.10,000 and Rs.15,000 from commission, cloth and stitching, and fitting charges.

Bam insists he has no competition because he keeps his products at least 25 per cent cheaper than other systems. Sales have grown 20 per cent a year since Decorail entered the market in 1991, barring the last year-and-a-half which saw a slump in new housing. His is the only company from Pune besides Telco and Bajaj Auto to advertise on national television, with a monthly adspend of Rs.2 lakhs; but Bam prefers to participate in exhibitions catering to middle-class people rather than those held in five-star hotels. The strategy works: "Today, people ask for even ordinary curtain rods as Decorail" he adds. So, will Decorail soon become generic for curtain rods?

QUESTION:

1. What factors, in your opinion, helped Ravindra Bam make his brand virtually a generic name in curtain systems?
2. List the major entrepreneurial competencies you find in Ravindra Bam?

YCB: Dedicated to Rural Entrepreneurship Development

Inspired by the preachings and teachings of Swamy Vivekananda, Mahatma Gandhi and Ekkirala Krishnamacharya (EK), 20 educated youth formed as a group of social activists and established a voluntary organisation named as “Youth Club of Bejjipuram” popularly known as YCB in the year 1980. Registered under the Societies Registration Act, it is managed by a 9 member executive committee. Since, its inception, it has been working for the downtrodden and the destitute, in the target villages or Laveru mandal in Srikakulam district of Andhra Pradesh. Over a period of 19 years the club has gradually extended its activities from 5 villages of one mandal to 150 villages in 5 mandals. The major areas of development are education, health, sanitation, income generation, poverty alleviation, and rural development.

During the period the Youth Club was identified 2520 cataract blind people and organised 60 free eye screening camps. These patients were provided with eye surgical facilities and their vision was resorted. About 5200 adult illiterates were identified under the Adult Literacy Programme during 1988 to 1993 and they were provided with the skills of reading, writing and numeracy with the cooperation of the Ministry of HRD. About 3750 non-school going children in the age group of 9-14 were identified in 1417 villages in the last three years and were admitted into 150 non-formal education centres sponsored by the Ministry of HRD and Zilla Saksharata Samithi. These children are identified from the families mostly depending on labour work in the farm and non-farm sectors.

Over a period of 7 years, 2000 women were motivated in 40 villages and were given training in regard to leadership qualities and management of self help groups. They were also made aware of health, savings, small family norm, gender equalities, girl child education, etc. They were able to form 125 Swayam Sakthi Sangams and to save Rs.15lakhs. Besides thrift and credit activity, they formed and registered Mahila Sangams at village level and these Tiny groups were actively participating in the developmental programmes launched by the government for their development. Above 65 groups were linked with Rashtriya Mahila Kosh, New Delhi, and financial institutions such as Banks and District Rural Development Agency, Srikakulam for meeting their credit needs. All these groups were able to secure matching grants from DRDA ranging from Rs.5,000 to Rs.25,000 based on their savings.

About 120 women in five villages were identified and were given skill training in jute based handicrafts over a period of 4 years. About 30 women were given skill training in production of candles. These beneficiaries are being provided for forward and backward linkages by YCB so that their earning capacity and bargaining capacity will increase considerably.

The Youth Club was established a Homeo Medical Dispensary in 1985, in collaboration with the 'World Teacher's Trust', Visakhapatnam which has been providing free medical services to the people of 20 villages.

To impart moral and spiritual education besides primary education based on NCERT syllabus to children in rural areas, 'Youth Club has established a model school, Bala Bhanu Vidhyalayam Trust, Visakhapatnam founded by master E.K. In view of the good work rendered by the Youth Club, it was adjudged the best service organisation in Andhra Pradesh State by Nehru Yuva Sanghatan during the year 1992-93.

QUESTION:

1. Go through the case and bring out the kev factors making YCB a success story.

Feel-Safe Elevators Private Limited was a company setup by four entrepreneurs, who left a leading elevator organisation to achieve their goals. In an industry like elevators, customer-service is of prime importance. High rise building occupants suffer if the maintenance and service of elevators are not proper. At the same time, technicians, service mechanics have a safety dimension.

They get affected from due to risky nature of job. Many a times, the operation of the elevator is not proper because the service mechanic fears the safety and does not reach out unsafety located parts of the elevator. Contract labour exploitation and sub standard material are the business practices committed by

unscrupulous service and maintenance agencies. However, Feel-Safe Elevators Private Limited decided that they would build their organization on proper ethics and morals to keep the established practices away.

A service which could turn fatal for passengers as well as technicians had to be provided on a solid moral ground and ethics. Hence, the group set about the 4 way test, that of truth, justice, friendliness and helpfulness to others. Within a short span, name of Feel-Safe was an across suburbs and interiors because of the practices and name-sake proving real. Now, the group is doing a turnover of Rs. 30.00 crores and the funded equity of the promoters stands at Rs. 5.00 crores. Very recently, it has been approached by a German elevator manufacturer, who has offered to buy the equity of promoters and requested the promoters to run the company as before.

Salary, perquisites and incentives are much more than the Entrepreneurial benefits, so far. However, the philosophy of Feel-Safe would have to change. The 4 way test would soon be replaced by competitive and contemporary philosophy of opportunism. Nevertheless, the promoters can make merry with Rs. 1.25 crores each simply by compromising their own philosophy, allowing exploitation of labour, living off staff and substituting the same with contract labour. All that it would need is accepting change.

(a) Can they give up the ethics and morals, responsible for business growth, for personal benefit?

(b) In today's context, where competition, outsourcing and profiteering are prevalent, are the practices of promoters the right practices? In case, the company continues to remain with promoters, what change should the promoters pursue?

(c) If the promoters accept the offer from the German manufacturer, what would be their status? Do you think such change in status is possible? Quote a few examples.

(d) Entrepreneurship is a child sized by entrepreneur. So giving away the child for personal benefit may not fulfill obligations of entrepreneurship. Comment

You have created a computer game of entrepreneurship. You believe you can combine this game with some educational material and profiles of successful entrepreneurs to make an excellent teaching tool for entrepreneurship. Your inspiration for the product came from several reports in the newspapers and magazines about increasing demand for entrepreneurship education; and the fact that a curriculum involving entrepreneurship even at the junior high or high school level induces students to learn not only business-related topics but math and science and communication skills, as well.

The game part of the product consists of a simulated environment for starting and running a company. There are separate sub-simulations of markets, competitors, regulators, macroeconomic factors and a random factor for "luck." The game has a sophisticated multi-media interface—for example, a 3D office

where phones ring with messages from the market, a TV that will provide macroeconomic information when switched on, and simulated managerial staff with whom the player (CEO) can consult in making decisions. At the beginning of the game, the player can choose from a variety of businesses the type of business he/she wants to start (For example: manufacturing, personal services, software, etc.) and has to make decisions such as which market segment to sell to, how many people to hire, what type of financing to go for, etc. During the game, the player has to make production decisions, such as how much to produce, whether to build new warehouses or negotiate with trucking companies, etc.; marketing decisions, such as which channels of distribution to use, which media to advertise in, and so on; management decisions involving hiring, training, promoting, and firing of employees, and so on. There is an accounting subroutine that tracks and computes the implications of the various decisions for the bottom line. The simulation's responses to the player's decisions permit a range of possible final outcomes—from bankruptcy to a "hockey stick."

You have taken all possible precautions regarding intellectual property. The name of your company is Entrepreneurship, Inc. The name of the product is Venturing.

1. Who could be your potential customers for this product?
2. Who could be your potential competitors for this product?
3. What information would you seek about potential customers and competitors—list questions you would want answered.
4. How will you find out this information—what kind of market research would you do?
5. What do you think are the growth possibilities for this company?

Management at a clinical laboratory system was grappling with a challenge: they wanted to expand their throughput, but needed to do so in a way that wouldn't compromise their current level of service. Part of the challenge was the complexity of the work itself. The labs perform several hundred different types of tests for hospitals and other clients on a wide range of specimens, each collected and transported in unique containers.

In the previous year, the labs had processed and performed more than 4.5 million tests—with more than 400 associates in the core lab and more than 1,600 in the entire system working three shifts a day, 365 days a year, to keep up with demand. Because many of these tests have serious implications for the more than one million patients involved, quality and reliability are critical. Spurred by the aggressive growth objectives of a five-year strategic vision, the labs hired Integrated Project Management Company, Inc. (IPM) to ensure execution of initiatives critical for evolving its operations.

Questions:

Identify why project management is important in the above clinical laboratory system?

What are the factors to be considered in feasibility analysis? What are the critical factors in the above project?

Nilam Patnekar is one of the many women who own their own businesses and her experience is not very different from others, who must contend with being a mother, a spouse and a family cheerleader in addition to owning and operating a business. Nilam is more successful than most women. She became a Lakhpati at the age of 28. She is the owner and president of 'Sonica Industries' a hardware company. The company markets various industrial accessories. It was her first business, though she had some family background of this business. Her two brothers were also in same line of business. But she borrowed some money, put in some of her savings and started her own venture. She was the first woman ever to enter into this business, most of her clients could not understand that a woman could sell industrial hardware. During her rise to success and in management of her business, she also managed a family, stayed involved with school and community affairs. In Nilam's mind, there is nothing more exhilarating than owning her own business, and for her, the fun is in facing the challenges of making the firm grow. Today, more and more women are making this choice rather than pursuing traditional careers. For the past few years, the number of women starting new ventures is three times as large as the number of men. There are several good reasons for this trend. Some women find that owning of business is the only way to combine a decent income with time for their children by having the flexibility to control their schedules. Others see themselves as unlikely corporate managers and recognizing the gender problem that exists for achieving success, they choose the entrepreneurial route. Still others see entrepreneurship as a way of controlling their lives, pursuing interests that would be impossible in a corporate job.

The dual roles of mother and entrepreneur often conflict, and husbands and wives tend to develop separate career tracks that often cannot be reconciled. Women can also find it lonely in a business world, especially if clients are predominantly men, this was a problem for Nilam too. Many women, however, have businesses that fit well with their interest and with women customers. These include services in beauty care, nutrition, education, entertainment etc. Nevertheless, being in business often exacts a double price for women, yet for those with determination like Nilam, the rewards are always waiting.

Questions:

Why many women now a days prefer to start their own ventures, rather than pursuing traditional career paths?

(b) Describe the profile of an independent woman entrepreneur with reference to the given case.

(c) Describe opportunities that women might find rewarding as business ventures, also discuss the advantages and disadvantages of unusual enterprises such as industrial hardware in the case.

Feel-Safe Elevators Private Limited was a company setup by four entrepreneurs, who left a leading elevator organisation to achieve their goals. In an industry like elevators, customer-service is of prime importance. High rise building occupants suffer if the maintenance and service of elevators are not proper. At the same time, technicians, service mechanics have a safety dimension. They get affected from due to risky nature of job. Many a times, the operation of the elevator is not proper because the service mechanic fears the safety and does not reach out un safety located parts of the elevator. Contract labour exploitation and sub-standard material are the business practices committed by un scrupulour service and maintenance agencies. However, Feel-Safe Elevators Private Limited decided that they would build their organization on proper ethics and morals to keep the established practices away. A service which could turn fatal for passengers as well as technicians had to be provided on a solid moral ground and ethics. Hence, the group set about the 4-way test, that of truth, justice, friendliness and helpfulness to others. Within a shorts pan, name of Feel-Safe was an across suburbs and interiors because of the practices and name-sake proving real. Now, the group is doing a turnover of Rs. 30.00 crores and the funded equity of the promoters stands at Rs. 5.00 crores. Very recently, it has been approached by a German elevator manufacturer, who has offered to buy the equity of promoters and requested the promoters to run the company as before. Salary, perquisites and incentives are much more than the Entrepreneurial benefits, so far. However, the philosophy of Feel-Safe would have to change. The 4-way test would soon be replaced by competitive and contemporary philosophy of opportunism. Nevertheless, the promoters can make merry with Rs. 1.25 crores each simply by compromising their own philosophy, allowing exploitation of labour, living off staff and substituting the same with contract labour. All that it would need is accepting change.

10. Mr. S. V. Rao who had taken V.R.S. from an engineering company and an experience of 20 years in production engineering. After retirement he started working in his garage, on an experimental basis of manufacturing portable mini-windmills. His prototype model could be connected to any converter/inverter/device. This Mr. Rao felt will have two basic advantages.

(a)

A single mini-windmill can be installed on the roof of any building to generate wind power as against the normal windmills which require a lot of and space and a minimum of 75 windmills to be installed.

(b)

Though what he produced was a prototype Mr. Rao felt that a single mini-windmill installed and producing power will be highly cost effective and virtually every house, building can install their own mini-windmill for power. This would cost a mere fraction compared to the cost of power from any other source. Mr. Rao is now looking for a sponsor for manufacturing these windmills on a regular basis. He has also formed out that couple of banks are interested in helping him financially, provided he can obtain seed capital, either through venture capital or through a business partner.

Now:

- a. Prepare a project plan for Production, Distribution and Marketing. The raw materials required for the mini-windmill are very simple a hollow poll, lengths of electricity wire and fan blades.
- b. Prepare a feasibility plan of the project with cost, sales projection for 3-5 years, and profitability, so that the financial assistance from the bank is easily obtained.

CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY

CASE STUDY -I

APPLE

Apple's profile

Apple Inc. (hereafter Apple) was established in 1977 and is registered on the NASDAQ Global Select Market exchange. According to its Form 10-K Apple designs, manufactures and markets

mobile communications, media devices, personal computers and portable digital music players, and sells a variety of related software, services, peripherals, networking solutions, and third-party digital content and applications'. Its products are sold through Apple's retail stores, online stores and third parties. Apple is a world leader in producing innovative electronic goods and technology. In 2011 Apple's net sales were estimated at \$108.2 billion. Its net sales in 2011 increased by 60% compared to 2010. Apple worldwide employs 60,400 full-time people and 2,900 temporary employees and contractors. The company utilizes outsourcing through the manufacturing of its products overseas; most of the factories are located in Asia.

Apple's CSR policies and reporting

As required by the SEC, Apple has made the Form 10-K annual report available on its website. The Form 10-K contains – amongst other things – information on Apple's business strategy and organisation, the company's risk factors, legal proceedings and financial data. It also includes the business conduct policy of Apple: 'Apple conducts business ethically, honestly and in full compliance with all laws and regulations. This applies to every business decision in every area of the company worldwide'.

Furthermore, the business conducts deals with corporate governance, information disclosure, non-corruption and bribery, environmental health and safety.

Apple has considered the GRI G3.1 indices relating to the economy, the environment, human rights, society and labour for its publication on Governance, Product Environmental Reports, Recycling and Facilities Environmental Report and Supplier Responsibility. For Supplier Responsibility, Apple, for example, has taken into account the indicator which reports on measures it has taken to contribute to the elimination of child labour. With regard to Product Environmental Reports, Apple has used the EN26 performance indicator, and sets out initiatives to lessen the environmental impact of its products. Apple designs its products with the aim of being as energy efficient as possible, and it is the only company that can claim all electronic goods are Energy Star qualified. Apple's products have become more powerful while, at the same time, fewer materials are used and fewer carbon emissions are generated.

Almost all of Apple's products are outsourced for manufacturing overseas. On its Supplier Responsibility website Apple states: 'Apple is committed to the highest standards of social responsibility across our worldwide supply chain. We insist that all of our suppliers provide safe working conditions, treat workers with dignity and respect, and use environmentally responsible manufacturing processes. Our actions – from thorough site audits to industry-leading training programs – demonstrate this commitment'.

The Supplier Code of Conduct (Supplier Code) outlines Apple's expectations for the suppliers it does business with. As a condition for doing business with Apple, suppliers have to commit to the Supplier Code. For the Supplier Code, Apple has adopted the Electronics Industry Code of Conduct (EICC), the guidelines and standards for the electronics sector. Through onsite audits Apple ensures that suppliers comply with the Supplier Code. The final assembly manufactures are audited every year and the components suppliers are audited arbitrarily. Apple obliges its suppliers to respect the human rights of its workers, to inform the workers of their rights, and to treat them with dignity and respect. Apple

requires from its suppliers that they prevent discrimination, involuntary and underage labour, excessive working hours and that they pay workers with wages and benefits in accordance with the applicable laws and regulations.

Apple's conflicts

The limited transparency of Apple's supplier sustainability policy has often been criticized in the media.

In February 2010 Apple also turned down two shareholders' sustainability proposals to establish a sustainability report on Apple's environmental policies and the impact that climate change has on the company. The other proposal was to establish a board of directors' sustainability committee.

Labour and human rights

A well-known conflict involving Apple's suppliers is the suicides at Foxconn. It is the largest contracted electronics manufacturer in the world, with dealings involving Dell and Sony. Foxconn is the manufacturer of iPhones and iPads and employs over 900,000 workers, of whom 420,000 employees work at the Foxconn Shenzhen plant. This plant covers 15 factories, including dormitories, a hospital, a bank, a grocery store and restaurants. The workers live and work inside the complex.

In 2006 the Chinese local press reported on the excessively long working hours and the discrimination of mainland Chinese workers by Taiwanese superiors. In May 2010 several media sources reported several cases of suicide at Foxconn. From 2009 to 2010 a total of 13 workers had committed suicide. The first worker, Sun Danyong, committed suicide after he had been interrogated on the loss of an iPhone 4 prototype that he had in his possession. When the former CEO Steve Jobs was asked about the suicides at Foxconn, he responded: 'Foxconn is not a sweatshop.'

During an undercover investigation it was discovered that the reason for the multiple suicides was related to internal management. 'The facilities of Foxconn are fine, but the management is poor,' revealed Zhu Guangbing, who organised the investigation. According to Audrey Tsui, a professor at the National University of Singapore Business School, Foxconn maintains a military-style management approach. The workers were not allowed to interact with each other. Workers who violated the rule were penalized with a fine or were held to be in contempt by the manager.

The weekly working hours of workers were up to 70 hours, ten hours above the maximum hours set by Apple's Supplier Code. The Foxconn factory has good facilities. The workers have access to swimming pools and tennis courts. Foxconn organises activities such as chess clubs, mountain climbing or fishing expeditions. But with a 70-hour workweek, employees did not have any time to enjoy these facilities.

However, interviews with several Foxconn workers by Dreamworks China revealed that not all the employees were dissatisfied. Some believed that the working conditions at smaller factories are worse. One of Foxconn's workers stated that employees at Foxconn thought the media had exaggerated the suicides regarding their connection to Foxconn and that possibly some suicides had a sentimental or romantic cause.

In February 2011, the media reported the child labour issues had worsened at the suppliers for computers, iPods and iPhones. Apple's Supplier Responsibility 2011 revealed 91 underage workers at the suppliers.

Workers' health and safety

Concerning workers' health and safety conditions at the suppliers, in May 2010 two workers were killed and sixteen employees were injured during an explosion at Foxconn. An Apple spokesperson stated:

'We are deeply saddened by the tragedy at Foxconn's plant in Chengdu, and our hearts go out to the victims and their families. We are working closely with Foxconn to understand what caused this terrible event'. In the same month, The Guardian reported that workers from Wintek had been poisoned by n-hexane, a toxic chemical used to clean the touch screens of iPhones. The employees complained that the compensation Wintek offered for the health damage was not sufficient. The workers who did receive compensation were asked to resign from their jobs.

Apple's CSR policy post-conflicts

Apple makes sure that suppliers comply with the Supplier Code by conducting audits. The audits cover working and living conditions, health and safety but also environmental practices at the facilities. According to Apple's Supplier Responsibility Report 2010, Apple conducted 102 audits in 2009. In 2011, Apple conducted 229 audits, an increase of 80% compared to 2010. An audit is conducted by an Apple

auditor and supported by local third-party auditors. In the Supplier Responsibility Report 2010, published in February 2011, Apple included a paragraph responding to the suicides at Foxconn.

In the Supplier Responsibility Report 2011, Apple reports that during inspections Apple discovered ten facilities with underage labour violations. One of the facilities had a large number of underage workers. Because the management did not want to address the problem, Apple terminated businesses with this facility. Where underage labour has been discovered, suppliers are required to pay educational expenses, living stipends and lost wages for six months or until the worker reaches the age of sixteen.

In November 2010, Apple set up a training programme to prevent the future hiring of underage workers. The human resources managers are trained in Chinese labour law. Training human resources managers, however, will not solve child labour issues. When the costs of labour, energy and raw materials rise and there is a shortage of labour, factory owners are forced to cut costs or to find cheaper labour. Child labour can easily be hidden by providing fake wages and work schedule data. Also, it is difficult to prevent child labour when underage workers want to work to provide for their families. The Supplier Responsibility Report of 2012 states that suppliers are obliged to return underage workers to school and finance their education through Apple's Child Labour Remediation Program.¹³⁶ Regarding abolishing underage labour, Tim Cook, the CEO of Apple, stated: 'We would like to totally eliminate every case of underage employment. We have done that in all of our final assembly. As we go deeper into the supply chain, we found that age verification system isn't sophisticated enough. This is something we feel very strongly about and we want to eliminate totally'.

In the Supplier Responsibility Progress Report of 2011 Apple addressed the issue of the use of n-hexane. Apple obliged Wintek to stop using n-hexane and required Wintek to repair its ventilation system and to work with a consultant to improve its environmental health and safety systems. In order to take action it is important for companies to be transparent about their supply chain. In February 2012 Apple announced it would be the first technology company to join the Fair Labour Association (FLA) as a participating company.

Questions:

1. What are the reasons that can be attributed to the suicides at Foxconn manufacturing facility?
2. Critically evaluate the impact of supplier misconduct on the image of Apple
3. Will conducting audits and submitting supplier sustainability reports alone ensure good practices?

Case Study II

Walmart

Walmart's profile

Walmart Supercenters (hereafter Walmart) has a full offering of groceries and general merchandise in a single store. Walmart offers to its customers a one-stop shopping experience and is the largest private employer in the US as well as being the world's largest retailer. It has more than 10,130 retail units under 69 different banners in 27 countries. They all share a common goal: 'Saving people money so they can live better'. Walmart employs 2.2 million associates worldwide and generated net sales of \$ 443 billion during the fiscal year of 2012. Walmart was founded in 1962, with the opening of the first Walmart discount store in Rogers, Arkansas (US). The company was incorporated as Wal-Mart Stores, Inc. on 31st October 1969. The company's shares began trading on OTC (Over-The-Counter) markets in 1970 and were listed on the NYSE two years later.

Walmart's CSR policies and reporting

Several authors have pointed to Walmart as an important emerging private actor in the transformation of lawmaking in the CSR field, referring to it as a 'global legislator.' They highlight how Walmart is able to use its contractual relationships to regulate behaviour among its suppliers around the globe with respect to product quality, working conditions for the suppliers' employees, and ethical conduct. Since 2007 Walmart publishes its annual report on its website. It was initially called the 'Global Sustainability Report' and later changed to 'Global Responsibility Report' in 2011. Mike Duke, Walmart's CEO (Chief Executive Officer), says 'This change reflects the new social and environmental dimensions we have added to our efforts. We believe transparency and accountability are part of being a good and responsible company.' Walmart's annual report publishes its constant and progressive work towards social responsibility issues. The Global Responsibility Report 2011 is divided into three main reporting parameters: Environment, Social and Goals.

Walmart's 2011 report covers every corner of CSR issues. It points out how its successful 'Sustainability 360' model has helped Walmart to be the retail leader in the market. It also communicates the significant progress made by and the new reduction goals of greenhouse gas emissions of its supply chain by 2015. Walmart's financial contributions in kind, such as investments in education, health, commitments to fight

hunger, support for local farmers and access to healthier and affordable food, can also be found in Walmart's Global Responsibility Report 2011. Walmart's current performance, policies and financial figures at first sight portray Walmart as a role model company on CSR.

Walmart's conflicts

Walmart has faced many obstacles over the years. It seems that legal and social challenges have acted as important reasons for the development of its code of conduct and annual reporting. This statement can be illustrated in two relevant cases: Walmart Stores Inc. v. Dukes et al. and the press reports accusing Walmart of using child labour.

Walmart Stores Inc. v. Dukes et al.

Walmart Stores Inc. v. Dukes et al. started a decade ago and is still being heard by the US Courts. It commenced as a national class action against Walmart. Plaintiffs Betty Dukes, Patricia Surgeson, Edith Arana ('plaintiffs'), on behalf of themselves and others similarly situated, allege that female employees in Walmart and Sam's Club retail stores were discriminated against based on their gender. They stated that they were discriminated against regarding pay and promotion to top management positions, thereby violating the Civil Rights Act of 1964 (42 U.S.C. §§ 2000e et seq. of Title VII). In 2004, the US District Court for the Northern District of California certified a national class of female employees challenging retail store pay and management promotion policies and practices under the Federal Rule of Civil Procedure Article 23(b)(2). Walmart appealed to the Ninth Circuit in 2005, arguing that the seven lead plaintiffs were not typical or common of the class. Walmart appealed to the Supreme Court in August 2010 after the US Court of Appeals for the Ninth Circuit upheld class certification. Finally, the situation changed on 20 June 2011 when the US Supreme Court reversed the class certification.

The Court held that the nationwide class certification approved by the lower courts was not consistent with the Federal Rule of Civil Procedure Article 23(a) governing class actions. Justice Antonin Scalia concluded that the millions of plaintiffs and their claims did not have enough in common: 'Without some glue holding the alleged reasons for all those decisions together, it will be impossible to say that examination of all the class members' claims for relief will produce a common answer to the crucial question why I was disfavored. Dukes v. Walmart Stores, which in 2001 was estimated to comprise more than 1.5 million women, included all women employed by Walmart nationwide at any time after 26 December 1998. It would have been the largest class action lawsuit in US history. Despite the Supreme Court resolution, time, money and efforts invested up to this point, the case did not end there. In October 2011, the plaintiffs' lawyers filed an amended lawsuit limiting the class to female Walmart employees in

California. This suit is expected to be the first of many additional class- action lawsuits against the retailer at the state or regional level. The new lawsuit, filed in the US District Court for the Northern District of California, alleges discriminatory practices against more than 90,000 women regarding pay and job promotion as well as requiring non-discriminatory pay and promotion criteria.

Walmart caught using child labour in Bangladesh

At the end of 2005, the Radio Canada programme Zone Libre made public the news that Walmart was using child labour at two factories in Bangladesh.⁸⁹ Children aged 10-14 years old were found to be working in the factories for less than \$50 a month making products of the Walmart brand for export to Canada.

Referring to Walmart's policy at that time consisting of cutting ties with suppliers when violations occurred, the NGO Maquila Solidarity Network said that 'cutting and running is the worst possible response to reports of child labour or other sweatshop abuses'. Critiques said that it only discourages workers from telling the truth to factory auditors for fear of losing their jobs and encourages suppliers to hide abuses or to subcontract work to other factories that will escape inspection.

Nevertheless, Walmart ceased business with the two factories immediately. Walmart alleges that despite its effort to inspect all factories, it is difficult to enforce its own corporate code of conduct with thousands of subcontractors around the world.

Walmart's CSR policies post-conflicts

Walmart developed its first Code of Conduct (COC) 'Standard for Suppliers' in 1992, which mainly focuses on quality standards for suppliers only. However, Walmart's first general report ('Report on Ethical Sourcing'96), which includes suppliers, customers and associates, was generated in 2006. This report was elaborated after the filing of the lawsuit by the female employees in 2001 and the damaging campaigns and press publications accusing Walmart's suppliers in Bangladesh of using child labour. Walmart's reporting culture was imitated by the rest of the companies in the market. Nowadays, Walmart has been qualified as a 'global legislator' in CSR policies.

The 2005 Report on Ethical Sourcing reported that Walmart had ceased to do business with 141 factories, primarily because of underage labour violations. The Report also contains a chart with the main violations found during the audits. Gender discrimination was not mentioned at any stage throughout the whole document. Walmart's 2005 and 2012 COC 'Standard for Suppliers' explicitly establish that Walmart would not tolerate the use of child labour. The 2005 COC sets the age of 14 as the minimum age

for suppliers and subcontractors to hire workers. It also specifies non-discrimination on the basis of gender and other personal characteristics or beliefs. It is important to highlight that gender discrimination was not given any special treatment in the 2005 COC or in the general report.

Walmart's zero tolerance policy for underage workers was changed in 2005. If a single underage worker was found in a factory, Walmart ceased business ipso facto. At the beginning of 2005, if two underage workers were found, the factory would receive a warning and had to change and correct in the follow-up audit. If more than two underage workers were found or the company did not make corrections, the factory was permanently banned from Walmart's production. This decision was based on NGO advice from the Bangladesh case mentioned in the above section. If Walmart cuts business with these factories, many workers could be laid off for lack of production, suppliers will hide abuses and workers will not tell the truth to auditors in order not to lose their jobs. Walmart has a strict corporate code of conduct in the industry but according to investigations Walmart is not able to enforce its code in developing countries.

Currently, Walmart publishes a full and complete report on CSR issues called 'Global Responsibility Report' which covers the three dimensions of 'People, Planet, Profit'. This report emphasizes gender equality and a diverse workforce. Walmart has a Gender Equality and Diversity gender policy that can be found in its 'Global Responsibility Annual Report'. In 2009, Walmart took the commitment one step further with the incorporation of the Advisory Board on Gender Equality and Diversity. The board is aimed at providing equal and enhanced opportunities for all in top leadership roles. These policies have generated an increase in female officials and managers from 23,873 employees in 2005 to 25,246 employees in 2010.

Walmart has also committed itself to achieving three goals in its Sustainability Report: using 100% renewable energy, creating zero waste, and selling products that sustain people and the environment. These criteria are established and measured by Walmart at the end of the 2012 report. Walmart indicates every year its completed goals and the progress in the ones that have not yet been achieved. An example of quantifiable measures is creating a zero waste Walmart by eliminating landfill waste from US stores by 2025.

Although Walmart does not follow the GRI Guidelines, it has measurable targets on audits. For instance, Walmart requires its suppliers who produce toys in China to sign up to the ICTI CARE Process.¹⁰⁸ The ICTI CARE Process was created by the international toy industry to achieve a safe and human working environment for toy factory workers worldwide. In addition, Walmart conducts internal validation audits by Walmart's Ethical Sourcing team. These validation audits ensure that the ICTI CARE process is properly implemented and that it meets Walmart's Standards for Suppliers.

QUESTIONS

1. How did Wall Mart handle the child labour issue in Bangladesh? Was it ethical?
2. Do you think that Walmart has rebuilt its reputation over the years by practicing CSR and through compliance?

CASE STUDY III

Coca-Cola

Coca-Cola's profile

Coca-Cola started its business in 1886 as a local soda producer in Atlanta, Georgia (US) selling about nine beverages per day. By the 1920s, the company had begun expanding internationally, selling its products first in the Caribbean and Canadian markets and then moving in consecutive decades to Asia, Europe, South America and the Soviet Union. By the end of the 20th century, the company was selling its products in almost every country in the world. In 2005 it became the largest manufacturer, distributor and marketer of non-alcoholic beverages and syrups in the world. Coca-Cola is a publicly-held company listed on the New York Stock Exchange (NYSE).

Coca-Cola's CSR policies and reporting

In 2007 Coca-Cola launched its sustainability framework Live Positively embedded in the system at all levels, from production and packaging to distribution. The company's CSR policy Live positively establishes seven core areas where the company sets itself measurable goals to improve the business' sustainability practices. The core areas are beverage benefits, active healthy living, the community, energy and climate, sustainable packaging, water stewardship and the workplace.

Coca-Cola has a Code of Business Conduct which aims at providing guidelines to its employees on – amongst other things – competition issues and anti-corruption. The company has adopted international CSR guidelines such as Global Compact and Ruggie's Protect, Respect and Remedy Framework (Ruggie's Framework), but these guidelines do not seem to be integrated into the Code of Business. However, these CSR initiatives are included in other activities or policies of the company. For instance, the UN Global Compact principles are cross-referenced in the company's annual Sustainability Reviews and Ruggie's Framework is partly adopted in the company's 'Human Right Statement'. After the conflict in India, in 2007 Coca-Cola formed a partnership with the World Wildlife Fund (WWF) and

became a member of the CEO Water Mandate, as water is one of the company's main concerns. Every year Coca-Cola publishes a directors' report denominated 'The Coca-Cola Company Annual Report'; the last one was published in March 2011 and comprises the company's activities during 2010. In this report there is a small section dedicated to CSR and it includes a brief description of the initiatives in community development and water preservation that the company has developed. Since 2001, Coca-Cola also annually publishes a separate report devoted to CSR called 'The Coca-Cola Company Sustainability Review'. These reviews, which are published every two years, are verified and assured by a third party, the sustainability rating firm FIRA Sustainability Ltd. This verification provides 'moderate assurance' on the reliability of the information reported by Coca-Cola. Both reports - the annual company review and the sustainability reports - are elaborated based on the GRI G3 guidelines, which were adopted by the company in 2001. Due to its relevance to Coca-Cola's business, the company also annually reports on the progress of the water stewardship programme's targets.

Coca-Cola's conflicts

Several campaigns and demonstrations followed the publication of a report issued by the Indian NGO Centre for Science and Environment (CSE) in 2003. The report provided evidence of the presence of pesticides, to a level exceeding European standards, in a sample of a dozen Coca-Cola and PepsiCo beverages sold in India. With that evidence at hand, the CSE called on the Indian government to implement legally enforceable water standards. The report gained ample public and media attention, resulting in almost immediate effects on Coca-Cola revenues.

The main allegations made by the NGO against Coca-Cola were that it sold products containing unacceptable levels of pesticides, it extracted large amounts of groundwater and it had polluted water sources.

The presence of pesticides

Regarding the allegation about Coca-Cola beverages containing high levels of pesticide residues, the Indian government undertook various investigations. The government set up a Joint Committee to carry out its own tests on the beverages. The tests also found the presence of pesticides that failed to meet European standards, but they were still considered safe under local standards. Therefore, it was concluded that Coca-Cola had not violated any national laws. However, the Indian government acknowledged the need to adopt appropriate and enforceable standards for carbonated beverages.

In 2006, after almost three years of ongoing allegations, the CSE published its second test on Coca-Cola drinks, also resulting in a high content of pesticide residues (24 times higher than European Union standards, which were proposed by the Bureau of Indian Standards to be implemented in India as well).³⁰ CSE published this test to prove that nothing had changed, alleging that the stricter standards for carbonated drinks and other beverages had either been lost in committees or blocked by powerful interests in the government.³¹ Finally, in 2008 an independent study undertaken by The Energy and Resources Institute (TERI) ended the long-standing allegations by concluding that the water used in Coca-Cola in India is free of pesticides.³² However, because the institute did not test the final product, other ingredients could have contained pesticides.³³

Water pollution and the over-extraction of groundwater.

Coca-Cola was also accused of causing water shortages in – among other areas – the community of Plachimada in Kerala, southern India. In addition, Coca-Cola was accused of water pollution by discharging wastewater into fields and rivers surrounding Coca-Cola's plants in the same community. Groundwater and soil were polluted to an extent that Indian public health authorities saw the need to post signs around wells and hand pumps advising the community that the water was unfit for human consumption.³⁴

In 2000, the company established its production operations in Plachimada. Local people claimed that they started experiencing water scarcity soon after the operations began. The state government initiated proceedings against Coca-Cola in 2003, and soon after that the High Court of Kerala prohibited Coca-Cola from over-extracting groundwater. By 2004 the company had suspended its production operations, while it attempted to renew its licence to operate. Coca-Cola argued that patterns of decreasing rainfall were the main cause of the draught conditions experienced in the area. After a long judicial procedure and ongoing demonstrations, the company succeeded in obtaining the licence renewal to resume its operations. In 2006 Coca-Cola's successful re-establishment of operations was reversed when the government of Kerala banned the manufacture and sale of Coca-Cola products in Kerala on the ground that it was unsafe due to its high content of pesticides. However, the ban did not last for long and later that same year the High Court of India overturned Kerala's Court decision. More recently, in March 2010, a state government panel recommended fining Coca-Cola's Indian subsidiary a total of \$47 million because of the damage caused to the water and soil in Kerala. Also, a special committee in charge of looking into claims by community members affected by the water pollution was set up.

The long legal procedures against the Indian government that Coca-Cola had to face were not the only consequence of the conflict. The brand suffered a great loss of consumer trust and reputational damage in

India and abroad. In India there was an overall sales drop of 40% within two weeks after the release of the 2003 CSE report. The impact in annual sales was a decline of 15% in overall sales in 2003 in comparison to prior annual growth rates of 25-30%. This highly publicized conflict in India also caught the attention of consumers in the US. After a series of demonstrations by students who joined two activist groups in the US, Ten American Universities temporarily stopped selling Coca-Cola products at their campus facilities.

Coca-Cola's CSR policies post-conflicts

Two years before the water conflict in India in 2003, Coca-Cola adopted the GRI Guidelines and started reporting on sustainability. By 2003, the company had already experienced a few CSR-related conflicts in other parts of the world. However, none of them had the grave consequence of a loss of trust in the company and its products by consumers and the public in general.

According to Pirson and Malhotra, the main reason why this controversy ended so badly for Coca-Cola lies in its response to the problem. Coca-Cola denied having produced beverages containing elevated levels of pesticides, as well as having over-exploited and polluted water resources. By denying all claims and trying to prove its integrity, instead of demonstrating concern towards the situation, Coca-Cola failed to regain consumers' trust. The Indian population viewed Coca-Cola as a corporate villain who cared more about profits than public health. In comparison, previous conflicts experienced by the company in the US and Belgium were better handled because it included stakeholder engagement in its strategy.

It appears that the company became aware of its mistake after the controversy had been ongoing for a couple of years. In 2008 Jeff Seabright, Coca-Cola's vice president of environment and water resources, recognized that the company had not adequately handled the controversy. He acknowledged that local communities' perception of their operation matters, and that for the company 'having goodwill in the community is an important thing'.

Although Coca-Cola still denies most of the allegations, the reputational damage experienced after the controversy in India pushed Coca-Cola to take damage-control measures. Those measures at first consisted of statements to confirm Coca-Cola's integrity. For example, Coca-Cola dedicated a page in the Corporate Responsibility Review of 2006 to address the controversy. The statement consisted mainly of providing information supporting its good practices and water management of its operations in India. But this statement did little to combat the declining sales and increasing losses exceeding investments.

Coca-Cola gradually changed its strategy to include damage-control measures that addressed the Indian communities' grievances. In 2008 the company published its first environmental performance report on operations in India, which covered activities from 2004 to 2007. It also created the Coca-Cola India Foundation, Anandana, which works with local communities and NGOs to address local water problems. But perhaps the most outstanding change of strategy by Coca-Cola consisted of launching various community water projects in India. An example is the rainwater harvesting project, where Coca-Cola's operations partnered with the Central Ground Water Authority, the State Ground Water Boards, NGOs and communities to address water scarcity and depleting groundwater levels through rainwater harvesting techniques across 17 states in India. These techniques consist mainly of collecting and storing rainwater while preventing its evaporation and runoff for its efficient utilisation and conservation. The idea behind this is to capture large quantities of good quality water that could otherwise go to waste. By returning to the ecosystem the water used in its operations in India through water harvesting, the company expected that this project could eventually turn the company into a 'net zero' user of groundwater by 2009. In the 2012 Water Stewardship and Replenish Report, Coca-Cola stated that its operations in India have 'achieved full balance between groundwater used in beverage production and that replenished to nature and communities – ahead of the global target'.

It appears that the controversy in India was a learning experience for the company, and that it motivated the company to adopt a more proactive CSR policy on a global scale that focuses on water management. In June 2007, Coca-Cola implemented a water stewardship programme and committed itself to reduce its operational water footprint and to offset the water used in the Company's products through locally relevant projects. To achieve those commitments Coca-Cola established three measurable.

Objectives:

- (1) Reducing water use by improving water efficiency by 20% over 2004 levels by 2012. The latest data available from 2010 shows a 16% improvement over the 2004 baseline.
- (2) Recycling water through wastewater treatment and returning all water used in manufacturing processes to the environment at a level that supports aquatic life and agriculture by the end of 2010. By September 2011, the progress observed concerning this target was 96%.
- (3) Replenishing water used by offsetting the litres of water used in finished beverages by 2020 through local projects that support communities and nature (i.e.) watershed protection and rainwater harvesting). Currently, Coca-Cola reports that it holds a global portfolio of 386 community water partnerships or community-based replenish projects. By 2011, about 35% of the water used in finished beverages was replenished.

It is noteworthy that Coca-Cola publishes, in addition and separate to the sustainability reports, an annual water report. In these reports the company publishes assessments of and the progress in its water initiatives. Some of the assessments are made by the Global Environment & Technology Foundation, an American NGO experienced in facilitating the creation of public-private partnerships.

Also in 2007, Coca-Cola entered into a partnership with WWF. Its core objectives are increasing understanding on watersheds and water cycles to improve Coca-Cola's water usage, working with local communities in various locations worldwide, and developing a common framework to preserve water sources. Finally, and also in the same year, the company became a member of the public-private initiative CEO Water Mandate, which is a public-private initiative that assists companies in the development, implementation and disclosure of water sustainability policies and practices.

1. Trace the effects of consumer activism on the brand image of Co cola post the conflicts on water pollution and ground water extraction.
2. Do you think the steps taken by Co-cola to regain its brand image is in the right direction?

CASE STUDY IV

CANON

Canon's profile

Canon Inc. (hereafter Canon) was founded in 1937. Its headquarters are in Japan and the company is listed on the NYSE. Although the digital camera is the most well-known product to consumers, Canon also produces devices for office and industry use. Canon is planning to invest more in medical image recording equipment and ophthalmic devices. Canon's regional headquarters are established on every continent and, together with other companies, they form the Canon Group. Canon has a global network of more than 200 companies and employs more than 160,000 people worldwide. Canon Inc. alone employs more than 26,000 people. It is dedicated to advancements in technology and commits approximately 10% of its total revenue each year to Research & Development. Canon is consistently one of the top few companies to be granted the most number of patents over the last 18 years. In the year 2010 Canon Group's net sales were estimated at \$45,764 million.

Canon's CSR policies and reporting

It seems that Canon invests a great deal of effort into its CSR reporting. It publishes a separate sustainability report. Apart from that, a lot of information regarding its compliance with different standards and its positive role in society (fund raising and other activities) can be found on its webpage. The company introduced a CSR strategy based on the Kyosei philosophy in 1988. At that time this philosophy was not yet widely used, but in recent years the philosophy has come to be commonly used in Japan, in business, politics and in daily life. It is used to imply a range of concepts and meanings. Canon refers to kyosei defined as 'living and working together for the common good.

Currently, Canon has a CSR policy and a CSR mission statement. It has Canon's Global Code of Conduct. Canon follows the GRI Sustainability Reporting Guidelines 2006 and its CSR report is examined by an external auditor. These external commentators are asked to use a part of the G3. Sustainability Reporting Guidelines as the basis for developing their opinions, namely four reporting principles relating to defining the content of the report.

Canon is listed in different sustainability indexes, such as the Morningstar Socially Responsible Investment Index (Japan) and the Ethibel Sustainability Index Global (Belgium). On Canon's website information is included about its attempt to reduce CO2 emissions, setting up a consultation process with stakeholders and conducting environmentally-friendly manufacturing. The Canon Group Environmental Charter addresses the theme of maximizing resource efficiency from the dual approaches of environmental assurance and economic activities. It considers overall product lifecycles and sets environmental assurance activities for the entire group. Relief activities and fund-raising campaigns are carried out in regions affected by sudden disasters (earthquakes, heavy snowfall, floods, typhoons, fires). The company is also active in recycling. For example, in Singapore it recently joined other companies in a cartridge recycling project. A 'Cradle-to-Cradle' philosophy was used to design the newest generation Energy Star-compliant Canon devices which consume significantly less energy in their manufacture, transportation and use. The result of this is a smaller total carbon footprint. These technologies have reduced CO2 emissions by approximately 11,000,000 tons and saved consumers 350 billion Japanese Yen in electricity costs from 2003 to 2010.

Canon's conflicts

Stress-related illnesses

When trying to analyze the company's behaviour it was difficult to find reliable independent articles. Nevertheless, one article from 2007 deserves attention. In Canon Denmark a problem of stress-related illnesses occurred. These illnesses were the result of changes in the organization and increasing pressure to perform. As this caused many problems for business managers, human resources (HR) and increased the workload for other employees, Canon Denmark started to develop a policy to reduce stress in the

workplace. While it was carrying out research for that policy, the government of Denmark also strengthened the anti-smoking legislation and the works council was demanding changes to a number of existing policies. The company realized that a specific stress-reduction policy was not enough and started to examine not only its own, but the European and global Canon policies as well.

Employees not allowed to sit down during working hours

Internet research also presented a couple of articles related to Canon Electronics Inc., a company based in Japan, forcing its employees to stand during their work and demanding that they walk at a specific pace. As it was not possible to find an NGO report on this topic or any other completely reliable source, this research is based on blogs and comments by alleged employees. In Hisashi Sakamaki's theory (Representative Director of Canon Electronics) forcing employees to stand not only saves money but increases productivity and enhances employee relationships. It can be called into question whether removing chairs enhances productivity in the long run. It is fair to assume that people feel under pressure when they are not allowed to sit down or when they are forced to walk at a prescribed speed. The previously mentioned Canon Denmark case clearly showed that work-related stress has a negative effect on the whole working process and that good management focused on preventing stressful situations is crucial. Good practices from one company should apply to the whole group. The annual report should provide information on the way the company follows best practices in its worldwide operations and this should well exceed legal requirements. Clear conclusions on how this case was addressed, if addressed at all, cannot be made due to the non-ability to understand the Japanese language. But at the same time it points to a lack of transparency in reporting on this issue. An official report from the company would be appreciated as it is difficult to assess the situation from a European point of view.

Canon's CSR policies post-conflicts

Since its founding, Canon has promoted 'Health First' as one of its Guiding Principles. Even in the Canon Inc. sustainability report of 2007 it can be read that Canon took action in preventing lifestyle-related diseases. With the government enactment of health-promoting policies and laws, such as Health Japan and the Health Promotion Law, lifestyle checks and tests are performed during periodic medical examinations. Based on these examination results, all Canon Group companies in Japan have set common numerical targets with the aim of preventing lifestyle-related diseases. Their focus was (and still is) on cholesterol and smoking rates.

Canon's experience in managing stress, from the previously mentioned Canon Denmark case, had convinced the company to focus on prevention, rather than the treatment of problems. A clear shift from reactive to proactive management was made. When looking through its webpage, this is now clearly

seen. Canon also took the opportunity to develop action-based policies. In August 2007 Canon launched a new policy that covered topics such as: Work-life balance, aging workforce, health and safety, stress management, respect and tolerance, smoking, alcohol and substance abuse, nutrition and exercise. Some of these policies can also be measured. To ensure an appropriate work-life balance excessive working hours were constrained through the strict implementation of a 'no-overtime day'. During 2009, an average in-house ratio of 80% adherence to prescribed working hours on 'no-overtime days' was achieved and the number of total overtime hours worked per employee for that year was down by approximately 100 hours from 2008. On 'no-overtime days' in 2010 the same 80% average of employees left work at the designated time as the year before. Data can be found for cholesterol and smoking targets and performance. From 2004 to 2006, smoking rates dropped from 33 to 30%, exceeding the goal of 31%. The target of a 10% decrease regarding high cholesterol was not achieved; the report stated that it had dropped from 11.7 to 11%. In 2010 the smoking rates dropped to 27.5% and high cholesterol to 9.2%.

For the aging workforce, Canon implemented a system for re-employing retired employees until the age of 65. In 2006, 73 of the 211 who had reached retirement age chose for re-employment, and by the end of that year 177 were working under this system. In 2010, 139 of the 234 employees who had reached retirement age chose for re-employment, with 451 working under this system by the end of that year.

The initial focus of the policy in 2007 was stress management for all employees. It developed a series of seminars for employees on the topic. Concerning this issue it increased its focus on soft (i.e. non-cash) benefits and managers' competence coaching and leadership, it decreased the long-term absence rates, it allowed HR to focus on strategic workforce planning and development issues, it developed HR and management competences, and it structured the approach to deal with stress.

The sustainability report of 2011 mentions that Canon organised seminars for managers in China and Vietnam and intercultural training seminars at operational sites in Europe. In addition, research shows that there has been a shift from reporting on basic needs to reporting on intellectual improvement. The Canon Europe Sustainability Report 2010-2011 shows its active encouragement for employees to have a healthy work and life balance. But greater emphasis is given to education, development and performance. As almost three-quarters of the employees expressed their overall satisfaction with working for Canon, apparently Canon met their needs and it is time for Canon to set higher goals.

To sum up, in the case of Canon and CSR it is about meeting the legal requirements and also exceeding the minimum CSR standards. This brief overview has focused on employee matters as problems in other areas of CSR were not addressed in the available resources. The case study presents a change in Canon's CSR reporting from a reactive to an active approach.

QUESTIONS

1. Has the efforts taken by Canon to reduce the stress of employees been fruitful? Express your opinion.
2. Canon does not only resort to ethical compliance but also seeks to reach out in terms of environmental concerns and employee welfare. Do you agree?
3. Discuss in detail how the nature of Canon's CSR has evolved over the years.

MANAGEMENT PRINCIPLES

1. Harsha and Franklin both of them are post graduates in management under different streams from same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organisation too as they are placed in the same company, Hy-tech technology solutions. Harsha placed in HR department as employee counselor and

Franklin in finance department as key finance executive. As per the grade is concerned both are at same level but when responsibility is concerned Franklin is holding more responsibility being in core finance.

By nature Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers.

Harsha felt that now a day's Franklin is not like as he use to be in past. She noticed some behavioral changes with him. During general conversations she feels that Franklin is taunting her that she is famous among the employees in the organisation in the other hand he is not even recognised by fellow employees.

One morning Mr. Mehta General Manager Hy-tech technology solutions shocked while go through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed about the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she do not know this before she also reveled here current experience with him. Mr. Mehta who do not want to loose both of them promised her that he will handle this and he won't allow Franklin to resign.

In the afternoon Mr. Metha took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitations opened his thinking in front of Mr. Mehta. The problem of Franklin is 1) when he comes alone to canteen the people from other don't even recognize him but if he accompanied by Harsha he get well treated by others. 2) one day Both of them entered the company together the security in the gate wished them but the next day when he came alone the same security did not do so. 3) Even in meetings held in the office the points raised by Harsha will get more value so many a times he keeps silent in the meeting.

It happens to Franklin that he has to face such degradation in each day of work which totally disturbs him. Franklin also questioned that " Harsha and myself have same qualification, from same institute, passed out in the same year both with first class. We have same number of experience in this organisation. More over the responsibilities with me are more valuable than that of Harsha. After all this things if I am been ignored or unrecognized by the fellow employees my ego does not allow me to continue here".

By listening this statement Mr.Metha felt that it is not going to be very difficult to stop his resignation. Mr. Mehta explained Franklin the reasons for such partial behavior of the employees.

After listening to Mr. Mehta Franklin said sorry for his reaction and ready to take back his resignation. And he called Harsha and spoke with like before.

Question

Find the reason that Mr. Mehta would have given to Franklin.

2. You, Mr. A of Alfa community, are a newly appointed manager of a workshop, which has been categorized as an essential services. This means that the workshop must function on all days. Rules lay down that at least two individuals must be on duty irrespective of their seniority or specialization. The workshop is manned by an equal number of individuals of the two communities, Alfa and Beta. A good tradition has been built , i.e. When one community has a festival, the workers from the other community man the workshop and vice and versa.

Recently, there were labour union elections and Mr.B of beta community has been elected as the leader. The new leader is reported to be very whimsical, though very good at heart. Your day of trail dawned when it came to light that the next Friday has been claimed by both the communities to be their religious day. Both the communities want the other community to perform the duty on that day. While Alfa community is banking on you; the others are equally sure of their leader from Beta community winning the day for them. You realize that there have been a lot of discussions and more negotiations and discussions are making the situation worse. The attitudes of both the parties are hardening and the last discussions had ended as a war of words. You do not want to damage the good relations between the two communities built over the years but still have to solve the problem. What will you do?

3. Case Study

Mr. Lakshman is a task oriented manager. He is very hard working and struggles to achieve profits. He gets annoyed when he finds insincere subordinates. His peer groups call him a workaholic and his subordinates a slave driver. He takes a decision of suspending a regular absentee. The union leaders plead a negotiation which is refused by management. Mr. Lakshman demands a letter of apology from the absentee (suspended) worker which the union refuses. The union gives a strike notice to the management.

Analyse the situation. And if you were Mr. Lakshman how would you handle the situation

ORGANISATIONAL BEHAVIOUR / 15MBA004

CASE STUDY:

McDonald's Corporation, perhaps the premier hamburger retailer in the world for decades, now faces significant problems. Within the last 10 years, McDonald's share of fast food sales in the United States has slipped almost two percentage points. The drop has come despite the company's increasing its number of restaurants by 50%, thereby leading the industry. Michael Quinlan, CEO at McDonald's is very disturbed and wants to introduce a new system in his restaurants. Quinlan is an astute manager, and he knows that many problems will arise before the system contributes all that it can to the success of the organization.

Questions:

Q.1 How should McDonald's try to regain its lost sales by applying the learning organization approach?

Q.2 List some advantages of adopting the learning organization approach?

CASE STUDY:

In a factory, the male chief executive officer feels that women have an equal opportunity for advancement into top management, but the female assistant personnel manager feels there is no way she can break into top management's —good old boy network.

In another factory, the head engineer who tours the factory floor once a week in an electric cart feels this is a pleasant place to work, but a punch press operator thinks this place ranks right next to the State prison.

Questions:

Q.1 Point out the reason for difference in perception in the first case?

Q.2 Why does the engineer feel 'a pleasant place to work' whereas the operator regards it 'next to prison'? Explain the reason.

Q.3 How do you visualize a relationship between sensory data and perception?

CASE STUDY:

You are in-charge of a small department and have three subordinates – Yogesh, Pawan and Kapil. The key to the success of your department is to keep these employees as motivated as possible. Here is a brief summary profile on each of these subordinates.

Yogesh is the type of employee who is hard to figure out. His absenteeism record is much higher than average. He greatly enjoys his family and thinks they should be central to his life. He believes in hippie culture. As a result, the things that the company can offer him really inspire him very little. He feels that the job is simply a means of financing his family's basic needs and little else. Overall, Yogesh does adequate job and is very conscientious, but all attempts to get him to do more have failed. He has charm and is friendly, but he meets the minimal standards of performance.

Pawan is in many aspects different from Yogesh. Like Yogesh, he is a likeable guy, but unlike Yogesh, Pawan responds well to the company's rules and compensation schemes and has a high degree of personal loyalty to the company. The problem with Pawan is that he will not do very much independently. He does well with what is assigned to him, but he is not very creative. He is also a shy person who is not very assertive when dealing with people outside the department. This impacts his performance to certain extent because he cannot immediately sell himself to other departments of company as well to top management.

Kapil, on the other hand, is a very assertive person. He will work for money and would readily change jobs for more money. He really works hard for the company but expects the company also to work for him. In his present job, he feels no qualms about working a 60-hour week, if the money is there. Even though he has a family and is supporting his elder father, he once quit a job when his employer didn't give him a raise on the basis that he was already making too much. He is quite a driver. A manager at his last place of employment indicated that, although Kapil did do an excellent job for the company, his personality was so intense that they were glad to get rid of him. His former boss noted that Kapil just seemed to be pushing all the time. If it wasn't for more money, it was for better fringe benefits; he never seemed satisfied.

Questions

Q.1 Explain Yogesh, Pawan & Kapil motivations by using one or more motivation theories?

Q.2 Who does perceive money as being a direct reward and motivation for performance?

Q.3 How does the equity theory apply to the motivation levels of Yogesh, Pawan and Kapil?

CASE STUDY

In a large office an employee named Rozy may feel like a mere payroll number, but her informal group gives her personal attachment and status. With the members of her group she is somebody, even though in the formal structure she is only one of a thousand employees. She may not look forward to monitoring 750 accounts daily, but the informal group gives more meaning to her day. When she thinks of meeting her friends, sharing their interests, and eating with them, her day takes on a new dimension that makes easier any difficulty or tedious routine in her work. Suddenly Rozy developed some interpersonal and intergroup conflicts with some powerful members of the group. The group did not accept her. Her work became more disagreeable and compelled her to a transfer, to absenteeism and to a resignation.

Questions:

Q.1 Although informal groups may lead to several benefits, can these groups prove harmful?

Q.2 Suggest some measures for Rozy to check the dysfunctions of informal groups?

CASE STUDY

Management of your company has decided that a computerized control system is needed to make the company more competitive. It is now scheduled for plant wide installation in a few months. The purpose of the system is to facilitate planning and scheduling, improve material control, reduce inventories, evaluate labor utilization and better control maintenance operations among others. The introduction of the system will take a considerable amount of effort and work on the part of many people. However, resistance of some employees to accept it has arisen. Even without understanding the system, a few of the people seem to feel that in some way they will be hurt by it. Ashutosh Pandey, Manger of the Engineering and Maintenance Department, comes to you to discuss the problem.

—Well, Ashutosh, we should have the new system running in a couple of months if we don't run into some major delays may be, but I have already got some problems in my department. Two guys in the maintenance are really against it. Rajesh and Tarun never seem to miss an opportunity to badmouth it. What worries me is that they they will talk about the computerized system so much that others will begin to feel the same way about it. Is there anything we can do to counteract that?

—While you can't stop them from griping and complaining, you may be able to reverse their thinking if you handle them right.

—How would I do that? Ashutosh asks.

Questions:

Q.1 What will you suggest to the manager, Ashutosh, whose people are resisting a company-wide procedure change?

Q.2 What specific guidelines will you suggest for opponent employees to reverse their thinking and to seek their cooperation?

ACCOUNTING FOR MANAGERS

1. Two projects M and N which are mutually exclusive are being under consideration. Both of them require an investment of Rs. 1, 00,000 each. The net cash inflows are estimated as under

Year	M(Rs)	N(Rs)
1	10,000	30,000
2	40,000	50,000
3	30,000	80,000
4	60,000	40,000
5	90,000	60,000

The company's targeted rate of return on investments is 12%. You are required to assess the projects on the basis of their present values using (1) NPV method (2) Profitability index method

2. The sales turnover and profit during two years were as follows

YEAR	SALES IN RS	PROFIT IN RS
2015	140000	15000
2016	160000	20000

Calculate

- (a) P/V ratio
- (b) Fixed cost
- (c) Breakeven point
- (d) Profit when sales Rs. 1200000
- (e) Sales when profit Rs. 40000

3. Prepare a balance sheet from the given ratios

Total assets / net worth	3.5
Sales / Fixed assets	6
Sales / Current assets	8
Sales / Inventory	15
Sales / Debtors	18
Current ratio	2.5
Annual sales	Rs. 2500000

1. From the following information at 50% capacity, prepare a flexible budget and

forecast the profit or loss at 60%, 70% and 90% capacity.

Particulars	Expenses at 50% capacity
Fixed Expenses:	
Salaries	50,000
Rent and Taxes	40,000
Depreciation	60000
Administrative expenses	70,000
Variable Expenses:	
Material	200,000
Labour	250,000
Other	40,000
Semi Variable:	
Repairs	100,000
Indirect labour	150,000
Other	90,000

It is estimated that fixed expenses will remain constant at all capacities. Semi-variable expenses will not change between 45% and 60% capacity, will rise by 10% between 60% and 75% capacity, a further increases of 5% when capacity crosses 75%. Estimated sales at various levels of capacity are:

Capacity	Sales(Rs.)
60%	1,100,000
70%	1,300,000
90%	1,500,000

4. Janaki products Ltd has two projects under consideration which are mutually exclusive. The cost of each of them is Rs. 1, 00,000. Determine which project is better based on payback period, ARR, NPV and PI methods. The discount rate is 10%.

Year	Project A(Rs.)	Project B(Rs.)
1	1,00, 000	20,000
2	80,000	40,000
3	60,000	60,000
4	40,000	80,000
5	20,000	1,00,000

Legal System for Business

1. The promoters of a company, before its incorporation, enter into an agreement with P to buy a plot of land on behalf of the company. After incorporation the company refuses to buy the said plot of land. Has P any remedy either against the promoters or against the company.
2. The Express Newspaper Pvt Ltd leading publishers of newspapers and weeklies, sold its undertaking to new company, Andra prabha (pvt) consequent upon the Govt adopting certain services and salaries of the working journalist. Shall the registration of the company be declared void on the plea that new company was formed for the purpose of evading the new obligations imposed by the wage board. Discuss if there is a violation of any.

3. Wives of 3 workmen employed in a textile factory work in place of their husbands for about half an hour every day after 7 p.m. While the latter take provision of the Fe meals brought by them. Discuss if there is a violation of any Provision of the Factories Act 1948
4. A was the owner of a ginning factory. Certain men were engaged in putting the ginned cotton into what are called bojhas and they were engaged for that work not by A but the merchants who owned cotton. A did not show their names in the attendance register of the factory. Are the labour employed by the merchants workers within the meaning of the Factories act 1948

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COMPUTER APPLICATION FOR MANAGEMENT

1. In an ABC company there were 100 systems with configuration of Pentium IV processor. The company got a project worth of 10 lacks. The manger has to decide to undertake the project with the older configuration or change the system configuration to complete the project as per schedule. discuss the possibilities.

BUSINESS COMMUNICATION AND SOFT SKILLS

ABC Pharmaceutical Company is planning to launch an Anti-Cancer drug in the market and they are planning to launch it by conducting a conference with eminent oncologist (Doctors who treats cancer). Send a communication to the entire eminent oncologist to participate in the launch conference meeting and also ask the doctors to acknowledge with number of participants, from which location they are travelling, do they need accommodation and travel arrangements. Also get their willingness to conduct any presentation on modern oncology treatment methods.

Mr. Krishna was ordered by his immediate boss to organize a meeting for all levels of sales head. What are his responsibilities? Does the previous MOM helps him to go ahead through excellence?

Ms. Maya needs to present a presentation about a new product to the new wholesale buyer. What are the informations she needs to collect and present? And how she should be prepared for the presentation?

As part of annual year celebration organized by your organization and as a HR manager sends an official correspondence to all the employees inviting them for a grand dinner and also invite the employees to participate in the dance party.

Based on the recent issues reported in the clutch unit Mahindra's Bolero vehicle, Send a communication to all the Car Dealer's of Mahindra vehicles and ask them to contact their customers and recall all the Bolero vehicles (sold after Jan'2016) for free replacement of clutch unit.

Global environment of business

Case 1

International operations at general motors

For years General Motors dabbled with the idea of becoming a truly global business . While the firm exported its cars to several countries for years & had a few plants outside the united states , it reminded predominately a North American enterprise .80% of the firm vehicles were made in

North America & cars made elsewhere were often retreads of older GM models, GM older South American plants, .

All changed dramatically GM made bold & public commitment to become global automaker. New products are being designed & manufactured in other countries, & GM is striving aggressively to reach a goal of having 50 percent of its capacity outside of North America. At the centre of this effort is an innovative approach to designing & manufacturing its automobiles in the 4 corners of the world.

GM is essentially emulating its Japanese's rival Toyota. Through a series of partnerships & alliances, GM has gained important insights into the pay-offs.

Toyota has achieved through its strategies of plant standardization & lean manufacturing. At Toyota, a change in a car being made in Japan can easily be replicated throughout other Toyota plants around the world, & Toyota is the acknowledged master and pioneer of cutting costs by managing parts inventory & other aspects of its logistics more efficiently.

In contrast US automakers have traditionally designed each automobile factory as a unique & autonomous facility. While this sometimes makes a given plant especially productive- since it was designed for one specific purpose - it also constraints flexibility & makes it more difficult to transfer new technologies & methods between factories.

GM is now using Toyota's strategy in its newest factories. These factories are located in Argentina, Poland & China. The plants look so much alike that a visiting GM executive might target which country he / she is in. This strategy allows GM to launch global products, such as a new "world car" more easily. If one factory develops a glitch / problem, it might easily be solved by simply calling one of the others. If a manager at one factory discovers a new way of achieving a productivity gain, this information can be easily passed on & implemented in other factories.

GM new factories have been designed with flexibility & efficiency in mind. Each factory can be easily expanded should demand warrant higher production. Each is constructed in a large "U" shape so that suppliers can deliver component parts & accessories directly to the assembly lines, cutting down warehouse costs & improving productivity.

But the plants are similar to one another, GM also found it necessary to make adjustments in each to meet unique conditions in each country. In China, for example, managing the plants' just in time inventory system will present unique challenges, for suppliers will be delivering many parts on carts & bicycles due to that country's poor road system. Despite such minor

accommodations to local conditions , Gm believes that its standardized plants will cut its production costs substantially & allow it to succeed in the world 's emerging markets.

QUESTIONS:

- 1.What are the advantages & disadvantages of General Motors's strategy for plant construction ?
 - 2.In what business is this strategy appropriate & in which business might it be less appropriate ?
 3. What operations management issues are illustrated in this case?
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CASE 2

Mahindra and Mahindra(M&M) is a major player in the tractor and certain segments of the automobile market in India. After an impressive growth for a few years, the tractor market in India has been stagnating during 1998-1999 to 2000-2001.

M&M has been selling its tractor and utility vehicles in foreign markets including USA. Some of the components for its products have been sourced from abroad. M&M has a 100% subsidiary in USA , Mahindra USA with a strong network of 100 dealers. Mahindra has a 5% market share in US market in the 28-30 HP range Vehicles.

As part of the strategy aimed at building a global supply chain , Mahindra USA has signed an MOU with the Korean tractor major Tong Yang, a part of the \$2 bn tong yang moolsam group, according to which Manindra will source high horse power (25-40HP) and sell them under the M&M brand name around the world, particularly in USA.

M&M's current tractor range is more utility oriented and lacks the aesthetic appeal that tong yang's tractors have, a must for a strong presence in the US market.

Questions

- 1.What are the advantages and disadvantages of global sourcing?

2.How will the foreign market expansion help M&M?

3.How does the strategic alliance with tong yang benefit M&M?

4. what are the possible risks of the alliance? How can they be overcome?

Case 3

Famous for its shocking advertisements Benetton started in 1955 as a small business. Benetton and his family started by selling colored sweaters door to door in Italy. Over time a regional network of family, friends, and agents set up a closely monitored set of distinctive retail outlets. Over a 15-year period Benetton built up 300 affiliated but independently owned outlets in Italy and a factory with new methods to dye and condition wool. Benetton was not directly involved in the retail outlets, who received high quality products at low costs. Part of the Manufacturing savings are realized by outsourcing to neighbouring subcontractors.

Today Benetton has kept this loose network of independent production subcontractors and distribution agents but has now built up to a global network of over 7,000 retail stores. Of these, Benetton owns only about 50 flagship stores and the great majority are operated by independent entrepreneurs. Over 80% of production still takes place in Italy and the company is still owned by the Benetton family.

Benetton is one of those successful global companies that was partly successful because its production and design concept was built on a strong home base. It then expanded the marketing end of its business through closely monitored independent stores. There were able to use the Benetton brand name and distinctive colours and were supported by clever international advertising.

Benetton does not advertise its clothes directly. Rather its advertisements are for a "Lifestyle". The "United colors of Benetton" ads are designed for a homogeneous global consumer interested in fast cars and a fast lifestyle. Benetton goes in for cutting edge advertising that grab public attention. This creates an image of new age awareness, as Benetton advertising has featured Formula 1 cars, AIDS, high art, and "attitude".

How well this plays out globally is uncertain. For example, in 1988 Benetton had 700 retail stores in the US but by 1995 it only had 150. Is this because Benetton has too European an image to

succeed in middle America? How can an Italian family firm understand the American lifestyle from its European bases?

1. Is Benetton a Multinational enterprise?
2. What are the country-specific factors that have helped Benetton be a success?
3. What are Benetton's firm specific advantage?

Case 4

Electrolux is Sweden's largest manufacturer of electrical household appliances and was one of the world's pioneers in the marketing of vacuum cleaners. However, not all the products the Electrolux name are controlled by the Swedish firm. Electrolux vacuum cleaner sold and manufacturer in the United States, for example, have not been connected with the Swedish Firm since the U.S subsidiaries were sold in the 1960s. The Swedish Firm reentered the U.S. market in 1974 by purchasing National Union Electric, which manufacturers Eureka vacuum cleaners.

Electrolux pursued its early international expansion largely to gain economies of scale through additional sales. The Swedish market was simply too small to absorb fixed costs as much as the home markets for competitive firms from larger countries. When additional sales were not possible by exporting, Electrolux was still able to gain certain scale economies through the establishment of foreign production. Research and development expenditures and certain administrative costs could thus be spread out over the additional sales made possible by foreign operations. Additionally, Electrolux concentrated on standardized production to achieve further scale economies and rationalization of parts.

Until the late 1960s, Electrolux concentrated primarily on vacuum cleaners and the building of its own facilities in order to effect expansion. Throughout the 1970s, though, the firm expanded largely by acquiring existing firms whose product lines differed from those of Electrolux. The compelling force was to add appliances lines to complement those developed internally. Its recent profits (\$220 million in 1983) have enabled Electrolux to go an acquisitions binge. Electrolux acquired two Swedish firms that made home appliances and washing machines. Electrolux management felt that it could use its existing foreign sales networks to increase the sales of those firms in 1973, Electrolux acquired another Swedish firm, Facit, which already had extensive foreign sales and facilities. Vacuum cleaner producers were acquired in the United States and in France; and to gain captive sales for vacuum cleaner. Electrolux acquired commercial cleaning service firms in Sweden and in the United States. A

French Kitchen equipment producer, Arthur Martin, was bought, as was a Swiss home appliance firm, Therma, and a U.S. cooking equipment manufacturer, Tappan.

Except the Facit purchase, the above acquisitions all involved firms that produced complementary lines that would enable the new parent to gain certain scale economies, However, not all the products of acquired firms were related, and Electrolux sought to sell off unrelated businesses. In 1978 for example, a Swedish firm, Husqvarna, was bought because of its kitchen equipment lines. Electrolux was able to sell Husqvarna's motorcycle line but could not get a good price for the chain saw facility. Reconciled to being in the chain saw business. Electrolux then acquired chain saw manufacturers in Canada and Norway, thus becoming one of the world's largest chain saw producers. The above are merely the most significant. Electrolux acquisitions: the firm made approximately fifty acquisitions in the 1970s.

In 1980, Electrolux announced a takeover that was very different from those of the 1970s. It offered \$175 million, the biggest Electrolux acquisition, for Granges Sweden's leading metal producer and fabrication Granges was itself a multinational firm (1979 sales of \$ 1.2 billion) and made about 50 percent of its sales outside of Sweden. The managing Directors of the two firms indicated that the major advantage of the takeover would be the integration of Granges aluminum, copper plastic, and other materials into Electrolux production of appliances. Many analysts felt that the timing of Electrolux's bid was based on indications that Baijerinvest, a large Swedish conglomerate, wished to acquire a non--ferrous matels mining company. Other analysis felt that Elctrolux would be better off to continue international horizontal expansion as it had in the 1970s. The analysts pointed to large appliance makers such as AEG Telefunken of West Germany that were likely candidates for takeover because of recent poor performance.

Questions:

1. What are Electrllox's reasons for direct investment?
2. How has Electrolux's strategy changed over time? How has this affected its direct investment activities?
3. What do you see as the main advantages and possible problems of expanding internationally primarily through acquisitions as opposed to building one's own facilities?

ERP

CASE STUDY - 1

A joint venture of Larsen & Toubro Ltd and CNH Global NV, L&T-CASE manufactures and sells construction and road-building equipment. Based in Pithampur, India, the company operates multiple production sites as well as working with subcontractor locations across the country.

L&T-CASE is expanding fast as the Indian economy continues to grow, resulting in positive national investment in transport infrastructure. The company used separate software systems to manage its production, inventory and financial solutions, resulting in a complex web of interlinked systems and a large measure of manual, paper-based record-keeping.

Mr S K Sethia, DGM-IT, explains the difficulties caused: "In many cases we send materials to specialist subcontractors. The vendors pay 50 percent of the materials value to L&T-CASE, to ensure that we are protected against loss, and to avoid the potential drain on cash flow. When the finished goods are received at L&T-CASE, the subcontractor charges the full amount for their service.

"The materials and finished goods are in constant flow between the subcontractors and L&T-CASE. Production planning and materials management processes were controlled by specialist software solutions. At any moment we have approximately 50 projects in progress each worth some INR8 million (about \$150,000), totaling INR400 million (\$7.5 million). The financial solution, though, was separate, and all the goods movement data had to be checked and agreed manually using complex, linked spreadsheets, and it was very difficult to reconcile figures."

Lack of integration hinders growth

As the company grew, the manual reconciliation procedure was a barrier to progress. Figures were slow to arrive, were a source of dispute and revision, and were perceived as unreliable. It was important to accelerate the information flow and provide validated data, so that subcontractors and L&T-CASE understood the true financial position.

With timely, accurate data, L&T-CASE would be able to identify and eliminate costs, and ensure work was placed with the most cost-efficient subcontractors.

Question:

What is your recommendation to L&T regarding the implementation of ERP package?

CASE STUDY - 2

A large, multi-national consumer products company had a fragmented and inefficient operating model. With operations in over 30 countries, the company was not leveraging its size to achieve process efficiencies or economies of scale. In essence, it was operating as 30 different companies. To address these operational inefficiencies and to build an operating infrastructure that would support very aggressive growth objectives, the CEO decided that the company needed to implement a new business and technology infrastructure.

Question:

1. How would you suggest the company for implementing the ERP software and its benefits?

CASE STUDY - 3

A Company has proved its dominance for long years in selling Italian made shoes and markets the products in the entire gulf region. It has its headquarter in Dubai, UAE and the other branches are located in Doha, Qatar as well as in Muscat, Oman. Taking the advantage of powerful internet connectivity, the company has decided to create webstores. It represents the classic e-retailer case of procuring and shelving products for resale to both online and telephone customers.

Challenge

The shoe-marketing company was in need of an efficient solution to manage the huge volume of contact details, transactional data related to purchase, sales and shipments generated by their successful webstores. This is required to enable controls, get the better margins and hence, to increase the profitability.

Question:

1. Suggest the company for implementing the apt modules of ERP.

CASE STUDY - 4

OBJECTIVE

Understand the concepts related to reorder point and how to optimize the inventory cost from the sample case study.

ENTERPRISE

ZIZCO Success Limited is located at Himachal Pradesh, India. The company was established in 1982 under the leadership of Mr. Manvendra Singh. The company has tied up with ZIGGCSO Scooters from Tokyo, Japan and was appointed as a wholesale distributor of scooters and their parts in 2000. ZIZCO started with a modest turnover of about Rs 10 core in 1982 and has seen an exponential growth over the last 10+ years to reach a turnover of about Rs 3900 crore. More than 1500 employees are working in this company. The company has tied up with more than 200 retail outlets as sales channel in North India.

Product Supply and Lead Time

Company has popular models like Model SK-1025 and Model ST-1026 which are supplied from Tokyo and the average lead time is 10 weeks from the confirmed purchase order date. Landed cost of these products (SK-1025 and ST-1026) including customs duty, transport and handling cost works out to be Rs 30 000 and Rs 42 000 respectively.

Problem

1. Direct customers approach retail outlets and ask for the availability of SK or ST products. Retailer's outlets in turn, ask distributors for the stocks. In case, the stocks are not available, retail outlets have a choice to sale products of any other distributor. During the stock-out situation, ZIZCO tends to lose the orders from the customers and hence, the market shares too. ZIZCO needs to have proper inventory levels to obstruct the orders from losing out on account of stock-out situation. ZIZCO wants to achieve 99% of service levels (it is a situation whereby an organization remains committed to the customer most of time).
2. The landed cost of products is indicated as above. These products are stored in the warehouse of the company and the cost of stocking (called as inventory carrying cost(ICC)) is to be optimized.
3. ZIZCO is also involved in serving of its sold products. It is important for the organization to stock their service parts and keep the warranty checks on the sold goods.

Question:

1. Prepare a strategy to solve the above mentioned issues to have a proper Operations and Marketing

CASE STUDY - 5

Objective

Currently the organization has an ERP set up. It would like to enhance or extend it to the next level in order to achieve an excellence in the operations.

Enterprise

Construction Enterprise Company (CEC) Ltd. is located in northern part of India. The company was established in 1932 under the leadership of Mr. Marukh Irani. This company is tied up with many well known global partners either to form the joint ventures or in the form of doing subcontracting work for them or to source the technical knowledge. CEC has many concurrent high value projects across in India and in some part of Middle East and Africa. The company is diversified in the construction business and has established the operations ranging from marine to transportation and tunneling works. Recently, the company has tied up with mega real estate enterprise to enter into realty sector.

The current turnover of the organization is Rs. 5900 crore. Around 3000 people are working in this organization. The company is not yet listed on any of the stock exchanges and is a closely held organization.

Current ERP Systems

Organization had successfully implemented SAP /R3 in the year 2009 with the following modules:

FI/CO : Finance and costing to cover the areas related to general ledger, accounts payable and receivable, cash management, bank reconciliation and costing

MM: Materials covering end to end procurement and inventory activities

PS: Project systems related to project budgets, entering the daily progress reports, defining sales and distribution to handle client billing

SD: Sales and distribution to handle client billing

PM: This is to ensure plant maintenance

HR: To cover end to end cycle related to HR activities, namely, recruitment, employee life cycle etc.

Problem

The organization had streamlined its business processes after implementing SAP/R3. Nearly one year was taken by the organization to achieve the streamlining process at head office as well as at the project sites.

In the year 2012, the management decided to take the next step to get into the detailing of the reports and take a deep dive in data mining exercise related to the project activity costing.

SAP/R3 was less capable to bring out the user-friendly reports with slicing and dicing features.

Question:

1. Discuss the next level of ERP - Extended ERP to evaluate the solution related to business intelligence?

Advertising and Sales Promotion

Apple iMac Ad Campaign

In the late 1990s technology analysts speculated that Apple Computer, Inc.'s fate hinged on its new personal computer the iMac. Apple's share of the worldwide desktop-computer market had plummeted since 1995, the last year the company had been profitable. Ever greater numbers of consumers were buying personal computers (PCs) that ran on Microsoft's Windows operating system rather than Apple's version. Although Apple had pioneered user-friendly computers, the company had not introduced a consumer-targeted computer since 1992. Hoping that its stylish new iMac would propel Apple back into this vast segment of the market, Apple released its iMac ad campaign.

The iMac ad campaign consists of a series of seven television commercials. These commercials advance Apple Computers newest generation of personal computers: the iMac. The iMac is a personal computer that is an AIO unit (All In One) and is housed in a translucent white and green case. Apple has attempted to make a simple, cheap, powerful, and easily connectable computer for people of all ages. The idea began about two years ago when Apple acquired Next Computers and restored Steve Jobs to Interim CEO of the Apple. Jobs, who founded Apple and created the modern computer, was the visionary who conceived the idea of a computer that was as attractive and simple as it was powerful. He set a team of designers to work on putting Apple's existing computer chip, the Motorola Power PC Generation 3, into an awe inspiring case. During the spring of 1998, rumors began to fill silicon valley that Jobs was about to reinvent the modern PC.

The first official word on the iMac came near the beginning of summer. Jobs announced that he was preparing to introduce a new line of computers unlike any that he had produced. At this press conference, he displayed some concept drawings to wet the media's appetite. In August, the iMac was introduced to consumers. The day it was released, there was already over a month's backorders for the new machine (Macworld Web). Later that month, Apple began running commercials on the major television networks.

The \$100 million campaign, created by the ad agency TBWA\Chiat\Day, debuted on August 16, 1998. Its advertisements featured brightly hued computers against a plain white background, thereby further emphasizing the iMac's one-of-a-kind colorful shell, and contained snappy copy that underscored either the iMac's aesthetics or its user-friendliness. The campaign, which consisted of network and national cable television commercials (as well as spot television marketing in Apple's top 10 markets), magazine, billboard, and bus ads, and radio spots, was the largest marketing effort in Apple's history. But despite the high stakes involved for the company, the iMac ad campaign delivered its message in a "fun and factual" way, an Apple spokesperson stated in the August 14, 1998, San Francisco Chronicle. The ads highlighted the iMac's easy Internet access, its simplicity (especially when compared to rival PCs), and its speed. Central to each ad was the iMac's unique design. "Chic, not geek," proclaimed one, while another simply said, "iCandy."

The iMac's debut was triumphant, and 1998 proved to be Apple's first profitable year since 1995. Many industry analysts credited the iMac as the primary force behind this turnaround. "A year and a half ago, Apple had no future; now it does," proclaimed Fortune. Consumer surveys revealed that a substantial percentage of iMac purchasers were first-time Apple buyers, which indicated that the iMac ad campaign had succeeded in its goal of winning over new computer buyers and PC converts.

Historical Context of iMac Ad Campaign

Founded in 1977, Apple had fallen on hard times by the mid-1990s. The company had made history in 1984 when it introduced the Macintosh, a machine that revolutionized the computer world with its

graphical screen displays, pull-down menus, and other user-friendly features. While International Business Machines Corp. (IBM) licensed its operating system and other technologies, thereby launching an armada of inexpensive PC clones, Apple instead honed its image as the purveyor of “machine[s] for free-thinking, discriminating nonconformists and rebels,” according to Macworld. Apple consistently touted the fact that its computers, unlike those of its rivals, were simple to use. The introduction of Microsoft’s Windows operating system in the early 1990s undermined the force of these claims, however, as Windows provided similar graphical features and screen windows. A proliferation of similar products confused customers at the same time that Apple’s image making efforts devolved into chaos. By 1996, 25 separate Apple campaigns were running simultaneously. As the company’s market share plummeted precipitously—from a high of around 14 percent in 1993 to a paltry 3 percent in 1997—software writers threatened to stop creating programs for the Apple operating system, claiming there was no profit to be made. Consumers began to doubt that Apple would survive and were reluctant to spend thousands of dollars on a machine that might quickly become a dinosaur. “This company was in a death spiral,” an Apple executive told Newsweek.

Steve Jobs, one of Apple’s founders, returned to the company as interim CEO in 1997 and quickly strove to right the troubled company. After trimming the product line to two broad categories—home and business—Jobs vowed to focus the “home” line on Apple’s key markets of consumers and school users. At the same time Jobs oversaw the creation of 1997’s “Think Different” advertising campaign, a high-profile effort designed to reassert that Apple, though plagued by bad press and sinking profits, was a vibrant company producing innovative products for innovative people. Jobs’ strategy halted the company’s free fall, and in April 1998 Apple reported its second straight profitable quarter. The company still needed to prove that it could compete for the consumer market with rival PC makers such as Hewlett-Packard, Compaq, and Dell. While Apple retained “Think Different” as an overarching branding campaign, it needed advertisements to herald the arrival of its newest machine, the iMac.

Target of iMac Ad Campaign

Apple wanted to market the iMac predominantly to three groups: loyal Apple users, first-time computer buyers, and PC owners. As the company had not introduced a new consumer product since 1992, it hoped that many Apple users would choose to upgrade to the iMac. The company had long cultivated a rebellious image, with advertisements ranging from the famous “1984” commercial to the stark “Think Different” photos of maverick geniuses who had flouted conventional wisdom to make stunning contributions. As a result Apple buyers tended to be those who perceived themselves to be somewhat outside the mainstream and who valued creativity. Advertisements for the iMac were crafted to reach this group as well. The print ads used arty photos of the iMac that made the computer look less like a machine and more like a museum piece. The taglines in some of the print pieces also followed the Apple advertising formula. For instance, “I think therefore iMac,” punned on Descartes’ famous maxim, and understanding the reference required a degree of intellectual literacy. Moreover, the quirky, insider-type wit was likely to appeal to the alternative audience comprising the bulk of Apple loyalists.

Reaching first-time computer buyers presented an entirely different set of challenges. An industry analyst estimated that 5 million to 10 million consumers were ready to buy their first computer. According to an Apple news release this analyst concluded that “access to the Internet is a leading reason for consumers to buy a personal computer.” The technological world was often overwhelming to the uninitiated, though, with its talk of RAM, gigabytes, and modem speed. The “iMac” campaign sought to allay these consumers’ fears. One print ad suggested that the most complicated aspect of buying an iMac was deciding which color to purchase. “The thrill of surfing. The agony of choosing,” the piece quipped. “Buying a computer used to be a decision based on processor power, functions, and software packages,” said the Austin American-Statesman. “iMac has changed things because it is now about choosing

between strawberry and grape." Other print ads—"Yum" and "iCandy"—likened the machine to a sweet treat, further demystifying it. The television commercials, such as "Simplicity Shootout," also emphasized the iMac's user-friendliness by juxtaposing Apple's easy setup and Internet access with the hassle of trying to use a Windows-based PC for the first time. Commercials featuring the actor Jeff Goldblum validated the insecurities of the Internet "newbie." "It seems a big party is going on these days," Goldblum said to the camera, referring to the Internet. "[But] I don't have an e-mail." He then proceeded to explain how easy it was to get on the Internet with the iMac.

The third group Apple strove to target with the iMac ad campaign was consumers using other PCs. Many analysts doubted that Apple could entice an appreciable number of Windows aficionados to purchase the iMac as their next computer, according to Tulsa World. Apple believed it could. To do so, the company hammered home the message that the iMac was faster, simpler, and equally as affordable as comparable PCs. The "iMac" campaign conveyed that "[w]e have a better product," an Apple executive told Advertising Age. Apple also used the iMac's style as an important selling point. One particular print ad (that humorously declared, "Sorry, no beige" above a turquoise iMac) embodied an underlying premise of the "iMac" campaign: "people [would] be able to further express themselves through their computers," as an Apple spokesperson told the Austin American-Statesman.

Question.

1. Explain the Strategy used by the Apple for its Ad campaign.
2. What are the Media vehicles Apple can use for its campaign? Suggest with proper theoretical support.

Case Study: General Electrics “Imagination At Work” Ad Campaign

Throughout its history General Electric Co. enjoyed the benefits of a consistent marketing message. From the 1930s to the 1950s the company relied on the slogan “Live better electrically,” which was followed by two decades of variations on the word “progress,” such as “Progress is our most important product.” In 1979 GE unveiled “We bring good things to life,” a cornerstone to one of the most successful corporate branding campaigns in history, backed by about \$1 billion in advertising. The company also had consistent leadership in the form of John F. “Jack” Welch, who became chairman and CEO in 1981. The charismatic leader sought to build up GE’s status in all of the technology, service, and manufacturing areas that the company participated in. By the time Welch announced that he would retiring in 2001, GE, fast growing and profitable, had a market capitalization of \$505 billion, making it second only to Microsoft. Welch’s tenure at the top, however, ended on a sour note when GE failed in its bid to acquire a major rival, Honeywell International.

Welch was succeeded by Immelt, who set out to put his own imprint on GE by, among other things, revamping the company’s marketing. According to Diane Scarponi, writing in the Seattle Times, “Immelt said shortly after he was appointed in September 2001 that he wanted to rethink the company’s image.” Beth Comstock, head of communications at GE, told Scarponi, “Immelt has really been pushing a technology focus, a reinvigoration of technology at GE around the world. We wanted our communications to match that.” The company conducted research that suggested that most consumers connected the “We bring goods things to life” slogan with GE’s lighting and appliance business. Since the introduction of the slogan a generation earlier, however, the company had grown in so many directions that lighting and appliances had come to account for only 6 to 7 percent of revenues. Management decided that GE needed a new articulation, one that was part mission, part vision, and part strategy. After 18 months of research, brainstorming, and testing, the company and BBDO Worldwide coined a new slogan, “Imagination at work,” and began to plan a marketing campaign to support it.

Advertising Target

One goal of the “Imagination at Work” campaign was to reach a broader range of consumers. Instead of concentrating on Sunday-morning television programming, the new GE spots would try to appeal to prime-time audiences by advertising on such shows as the hit sitcom Friends. In defining its target market the company took care to include Hispanic consumers, who accounted for nearly 13 percent of the U.S. population, a figure that was expected to reach 17 percent by 2020. Because the contemporary GE was essentially a business-to-business company, the campaign also sought to communicate with other companies, who were GE’s business partners. In addition it needed to reach GE’s investors. The launch of the new campaign came at a time when the company had seen significant erosion in its stock price. A public company, GE wanted to assure investors that, because of its continuing ability to develop innovative products, it was a corporation with a large amount of untapped potential. GE employees were also a target audience; the campaign provided a directive to them to create the new products that would meet the needs of consumers and create the growth that investors expected. Moreover, because GE was a global company, the new campaign had to reach a worldwide audience of consumers, businesses, and investors.

Competition

As a multifaceted global company involved in 11 different businesses, GE faced competition on a multitude of fronts. Direct global competition came from a variety of companies, since GE was involved

in such diverse areas as aircraft engines, television, amusement parks, commercial lending, environmental control products, plastics, medical technology, and robotics. As a result GE competed against a panoply of multinational corporate giants, including Citigroup, General Motors Corporation, Honeywell International, J.P. Morgan Chase & Co., the News Corporation Limited, Rolls-Royce, Time Warner Inc., Toshiba Corporation, the Walt Disney Company, and Whirlpool Corporation. Hence the “Imagination at Work” campaign had to promote GE in a broad enough way to position the brand in a myriad of markets, taking on countless competitors. Because a bulk of its advertising was on television, GE, and its message, also had to contend with indirect competition in the form of a host of other voices vying for viewers’ attention. Further, given that the campaign was based on the idea that GE was imaginative and innovative, the pressure was on the marketers to demonstrate that quality in the advertising itself.

Questions:

1. Name the advertising Strategies that can be followed in the above case and discuss their outcomes.

American Express “Do More” Advertising Campaign

American Express had built its reputation as a prestigious charge card. In 1976 the company began its famed “Do You Know Me?” campaign in which celebrities ranging from dancer Mikhail Baryshnikov to puppeteer Jim Henson appeared in ads that pictured them and an AmEx Green Card bearing their names. In 1987 the “Portraits” campaign followed a similar formula. By aligning the brand with stars, AmEx cultivated the notion that carrying one of its cards was more akin to joining an elite country club than making a financial transaction. As later ads sniffed, “membership has its privileges.” In the 1980s, however, AmEx’s careful positioning began to backfire. According to Brandweek, while AmEx “clung to its old, elite ways,” the credit card industry went through monumental changes. With so many cards vying for consumers’ attention, Visa and MasterCard (specifically, the member banks that comprised the Visa and MasterCard consortia) began to cross-market with various businesses so they could offer incentives to consumers. For instance, by teaming up with airlines, Visa and [MasterCard](#) could entice consumers to charge purchases with the promise of frequent-flier miles. Moreover, companies such as AT&T and GM allied themselves with the Visa and MasterCard brands and began to peddle cards that tied in to phone service or car purchases. But while the entire industry became hyper-segmented, AmEx continued to sell itself on its reputation alone and lost market share as a result. Also damaging was Visa’s 1987 launch of an attack campaign that stressed Visa’s global acceptance by featuring countless businesses that declined to take American Express. Further limiting AmEx’s appeal was the fact that the company continued to charge its hefty \$55 membership fee, while Visa and MasterCard offered fee-free cards and low interest rates. Taken together these factors weakened AmEx considerably. In fact more than 2 million AmEx cardholders canceled their memberships in the early 1990s, and the company’s share of the domestic credit card market sank from nearly 20 percent in 1990 to 16 percent in 1995, according to Fortune.

In 1995 AmEx began to explore new ways to stanch the flood of cardholders abandoning AmEx and to persuade existing cardholders to use AmEx more often. After negotiating an agreement with Delta Airlines, AmEx was able to offer a frequent-flier program like those of its rivals. The company also debuted its Membership Rewards program, which gave consumers points for each AmEx purchase made. These points could then be redeemed for bonuses such as gift certificates, travel vouchers, or car rentals at an array of participating businesses. AmEx also introduced the Optima card, a revolving credit account similar to Visa and MasterCard in that consumers could carry a balance on it from month to month rather than having to pay it in full at the close of each billing period (as the Green Card required). Moreover, AmEx pushed more retailers to accept its cards. This effort was punctuated by the inauguration of the “Do More” campaign in June 1996. “This company has had a great history of reinventing itself,” Hayes told American Banker. “This is the next logical step.”

Target Audience

Because AmEx wanted to use “Do More” ads to gain new cardholders, the company crafted individual ads to appeal to distinct groups, especially those that it had not targeted in its previous advertising. One of the key approaches AmEx used to broaden its customer base was to employ spokespeople who counteracted the company’s image as “a stodgy, premium brand that caters to older customers,” according to the Wall Street Journal. In 1997, for instance, AmEx signed Woods, who had won the Masters Tournament that year. As a 21-year-old phenomenon of mixed race, Woods provided AmEx an opportunity to reach younger consumers as well as African-American consumers. It was essential to AmEx’s future that it garner younger consumers because they “tend to stick with the first credit card they use,” explained USA Today. Furthermore, Woods was able “to cross every demographic line . . . and

appeal to an audience that makes \$250,000 a year as well as an audience that makes \$25,000," an industry analyst told American Banker.

Seinfeld, who pitched the Green Card in spots that aired during such high-profile events as the Super Bowl, was another figure that transcended the traditional AmEx audience. "The Seinfeld advertising has attracted a new and younger group to the franchise and has also helped promote everyday usage, which is key," Hayes told Brandweek. While AmEx was typically associated with the travel and leisure retail sector, the company wanted to increase the routine purchases consumers charged each month to their AmEx cards. Instead of presenting Seinfeld in the same sort of glamorous settings that permeated "Portraits" or "Do You Know Me?" [AmEx showed Seinfeld wielding his Green Card](#) at grocery stores and gas stations. One commercial paired Seinfeld with the animated figure of Superman and portrayed Seinfeld (rather than the caped hero) rescuing Lois Lane at a grocery store by pulling out his AmEx card. (She had forgotten her wallet; Superman's costume had no pockets; Seinfeld paid for the food.)

Similarly, in the 1998 series of spots for AmEx's Small Business Services division, the company focused on African-American, Latino, and female entrepreneurs. "We have represented the three groups who represent the strongest growth in new business starts," an AmEx spokesperson told Brandweek. In the 1998 ads that did present wealthy and prominent businesspeople, AmEx chose the likes of Jake Burton, a snowboarding pioneer, and Earvin "Magic" Johnson, a basketball hall-of-famer who had been diagnosed with HIV, both of whom Hayes classified as "people who have challenged the status quo and appreciated the service we give . . . [They are] not just those that fit the traditional view of success." Despite AmEx's desire to broaden its consumer base, it was careful not to "move downscale," as Hayes described it in Brandweek. The company had considerable brand equity rooted in AmEx's reputation for superior service, and it did not want to alienate its core group of affluent card users. "Creating the balance where the brand becomes accessible, yet . . . remains special at the same time, is a real challenge," Hayes said. AmEx relied on its spokespeople's ability to walk this tightrope. Though Woods was young, he was nevertheless a golfer, a player of a sport popular among businessmen. Moreover, Woods was not a rebellious upstart. Though barely out of his teens, he was one of the best golfers in the world. Similarly, Seinfeld's hit sitcom was watched by a huge audience. Popular with many viewers, Seinfeld was not exclusively a Generation X hero, and the commercials featuring him also appealed to AmEx's older cardholders as well.

Competition

Industry leader Visa had persisted in its attacks on AmEx since the 1985 launch of its "It's Everywhere You Want to Be" campaign. Although Visa's share of the domestic credit-card market fell to 48.8 percent from 49.2 percent in 1996, it continued to portray businesses, restaurants, and entertainment providers that would not accept AmEx as a way to stress the universality of its own cards. Like AmEx, Visa also addressed specific new markets in its 1998 efforts. Under the umbrella of the "Everywhere" theme, Visa targeted [Generation X consumers](#) in "The Attic," a commercial featuring a trendy used-clothing store. In "eToys," a television spot for an online merchant, Visa linked itself to the growing e-commerce sector by presenting itself as the credit card of choice for Internet purchases. With a commercial highlighting Jack Nicklaus's golf school (which only took Visa), Visa tried to reach more affluent cardholders. A cornerstone of Visa's [marketing strategy](#) was its sponsorship of sporting events. In addition to being the official sponsor of the National Football League (NFL), horse racing's Triple Crown races (the Kentucky Derby, the Belmont Stakes, and the Preakness), and NASCAR auto racing, Visa had been an Olympic Games sponsor since 1986. Visa used the 1998 Winter Olympic Games as a platform to reinforce its message of global acceptance. As a Visa executive explained in the January 30, 1998, edition of American Banker, "nothing was better for a brand" than associating itself with the Olympics. Like American Express, Visa also endeavored to expand its empire—and its name recognition—beyond credit cards. In

1998 Visa continued to promote its debit card, the Visa CheckCard, with big-budget advertisements depicting celebrities being hassled for identification when writing a check. Visa touted its small-business cards as well. According to the October 5, 1998, issue of Advertising Age, Visa's long-term goal was to leverage "its brand equity into different kinds of payment." MasterCard, too, vied to be consumers' card of choice. Breaking free from a long period of mediocre advertising and negligible growth, in 1997 the company debuted "Priceless," which "became one of the industry's most admired campaigns, creating an almost nonstop buzz . . . [and] raising consumer awareness and consumer usage of the card," Adweek raved. Using the tagline "There Are Some Things Money Can't Buy. For Everything Else There's MasterCard," MasterCard's agency, McCann-Erickson, made an emotional appeal to its viewers. These print and television advertisements showed scenes of various activities, such as a father and child at a baseball game and an older couple celebrating a wedding anniversary. The voice-over announced the cost of various aspects of these endeavors, and the commercials all culminated in a "priceless" moment (such as "real conversation with 11-year-old son" at the end of the baseball spot), followed by the campaign's tagline. Buoyed by "Priceless," MasterCard's purchase volume rose 16 percent from 1997 to 1998 and its market share remained steady, increasing slightly to 27.8 percent from 27.6 percent, according to Credit Card News.

Perform an Analysis on the above given situation.

STRATEGIC HUMAN RESOURCE MANAGEMENT

Casestudy 1

You are the Organizational and Employee Development Manager for Southern, a well known furniture retailer. Starting as a one store, small town based operation in the late 1800's, Southern evolved into a 200 store chain in the early 90's, with stores located throughout the mid to Upper South. The key to Southern's success occurred as a result of key marketing strategies that: 1) put stores in areas of high growth; and 2) employed certain core business competencies. In Southern's case, it was the combination of the ability to combine an expertise in interior decorating with sale of high end furniture. This clearly distinguished Southern from its competition, which relied mostly on walk in customer trade and retail sales without regard to real customer need. Southern, on the other hand, was quick to send someone to your house to help with your selection of furniture that fit with your interior decorating needs.

Southern relied heavily on their Store Managers to ensure a consistency of application of the core competencies in each of the locations. For the Store Manager, the traditional way of distinguishing good performance was someone who ran the store according to policy, made sure it was well stocked, that competent retail sales people and interior decorating reps were hired and trained, and that the weekly store advertising was correct and placed in the appropriate newspapers.

In the last several years, however, things are changing rapidly. There has been a marked slowdown in housing construction in many of Sothern's major markets. What's more, customer tastes and preferences seemed to have changed. Faced with new opportunities for buying – catalogues, TV, Electronic Shopping Malls, etc. – and new economic pressures and uncertainty, the customers just don't seem to be the same. Sales volume and margins have slipped significantly as of late.

Knowing this, Sothern's CEO senses the need for significant change. "We've got to become more competitive, more strategic," he maintains. "We need to rediscover our customers, and meet their needs in today's market".

Recently, the CEO and the Director of Human Resources attended a conference on positioning the organization for change. One of the topics that got them the most excited, and at the same time the most confused, was on employee competencies. Coming back from the conference, the Director of Human Resources calls you in and says, "I need to understand the implication of all this employee competency stuff, and how it can help us become more competitive. Take a stab at it and let me know what you come up with by the end of the week."

Questions

Using the above as background, and learnings from the background presentation on competencies, come up with a plan for how to deal with this problem. Consider such issues as:

1. Are competencies relevant?
2. What value could they add in helping position Southern's employees for success?
3. What is the link with the principal business challenges?
4. Consider the Store Manager's position and the challenges they face. What are some general competencies that might apply in the new environment? How do they contrast with the traditional competencies needed for superior performance?
5. Prepare a short report back to share what you've done, and insights you've gleaned with the larger group.

Case Study 2

HOW TO COACH JACK ?

The president has called a meeting to get your feedback on Jack, a department manager. Jack is what some people call “from the old school” of management. He is gruff, bossy, and often shows an “it’s my way or the highway” attitude. Jack is about five years from retirement. Jack has a high turnover rate in his department. There have been several complaints on company surveys about him from his department and from outside his department. People have commented on the fact that Jack is “rude” during meetings and doesn’t let others contribute. There are times when he has belittled people in meetings and in the hallway. He also talks about his staff “critically” or “negatively” to other managers. But Jack also is a brilliantly talented person who adds a vast amount of needed knowledge and experience to the company. He is extremely dedicated to the company and lets people know this by his arrival each day at 6:30 a.m. and his departure at 6:00 p.m. He has been with the company for 32 years and he reports directly to the president. Jack has gone to the HR department and complained that the people his supervisors hire are not a good fit for the company. The new employees don’t listen and they have a poor work ethic. Jack feels that HR should do a better job screening people.

Questions

1. What suggestions do you have for the president on how to coach Jack and develop a personal improvement plan?
2. What areas would you suggest be first on Jack’s improvement plan?
3. What kind of timetable would you put in place?
4. How about milestones and consequences?
5. How should Jack be coached and by whom? Is it worth the effort, since he might be retiring soon?

Case Study 3

Adam, fresh from school was a newly recruited HR practitioner. During his one month into the job, he was asked to be in-charge of the orientation programme for the entire organisation. Being new, he followed closely to the processes. Recently, Roy joined the organisation and Adam was required to orientate him. On Roy's first day of work, Adam brought him around the organisation for introduction to the rest of the staffs. Unfortunately, Roy's assigned mentor was not around hence, Adam was unable to make an official introduction for Roy to meet up with his mentor. In the afternoon, during the HR briefing, Adam mentioned to Roy that there is a buddy system in place but it is only on an opt-in basis. Roy requested to opt for a buddy.

Adam was rather surprised by Roy's request as according to Adam's manager-Jean, no one in the organisation has requested for a buddy. Hence, Adam checked with Jean on the criteria in getting a buddy for Roy and according to her, Adam found out that it needed to be someone preferably from Roy's department. Having clarified on the criteria, Adam was supposed to get a buddy for Roy, unfortunately, this issue was clearly forgotten by Adam due to his busy schedule as he was involved in other HR matters as well and he did not follow up with Roy's request promptly. One week later, Adam met Roy in a lunch gathering and Adam greeted Roy and asked him casually how is he doing and if he has adapted

well to his job. Roy, asked Adam blatantly and angrily where is his buddy that he had requested. At that moment, Adam recalled on the existence of this request and unwittingly told Roy that he thought Roy was joking with him on the request for a buddy as he did not want to admit to Roy that he had clearly forgotten about the whole issue. Roy was very angered by Adam's response and told him off that he was very serious in getting a buddy and that its Adam's responsibility to do so. Adam, clearly embarrassed and guilty about his mistake, apologized immediately and promised to get him a buddy. On the very day, a buddy- Sam, was found for Roy. Roy was very unhappy with Adam and confronted Adam and his buddy when he was able to have an official meet up session with his mentor.

Adam explained to Roy that the organisation has no current practice in place for meet up sessions to be arranged between mentors and mentees and it's a practice for mentees to take self-initiative to do so in arranging for meetings with their mentors and also that his mentor is currently out of town and will only be back the next day. Adam, himself being a new staff also was at that moment in time speaking on personal experience and also based on what Jean had told him. Sam, who was present agreed and helped to explain to Roy on the practice. Roy kept quiet and Adam unknowingly thought that Roy has understood the organisation practice. Hence, Adam did not continue to check with Roy on this aspect. The following day, Roy had a feedback session with his manager and Adam was called upon to sit in as a part of the orientation programme. Roy brought up the issue on Adam's failure to get him a buddy promptly and that he was not introduced to his mentor at all. He complained about the poor management of the HR mentor and buddy system and that it was not effective at all and that he expressed that he is very unhappy with Adam as he felt that he was not doing his job at all. Adam tried to explain to Roy and his manager about what happened and also reassured Roy that he will take his suggestions of improving on the system and was apologetic about the issue. He told Roy's manager that he will bring Roy to see his mentor after the session as his mentor is back in the office after being on leave for the past week. Roy was still very unhappy with Adam and continued telling Adam off in front of his manager.

Questions:

1. On an HR practitioner point of view, what should Adam do to resolve the issue?
2. Roy is very unhappy with Adam and holds it against him even though all has been done and followed up. What should Adam as HR do to resolve this and should Jean, as Adam's manager do something?
3. What role does Roy's manager play in this issue and should he be implicated?

Case Study 4

Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP -Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet - asked Satish to attend the meeting as this would give him an exposure into his new role.

At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George,

of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish.

Satish being new to the product, was quite confused and fared miserably. Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused".

Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position OR should he wait till the end of the meeting and tell George privately. Preet chose the second option. Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions. Before Preet could give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately.

A perplexed and uneasy Satish reported to George's room after few minutes.

George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologies to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you".

Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

Questions:

1. Was it at all necessary for George to apologies to such a junior employee like Satish?
2. If you were in Satish's place, how would you to respond to George's apology?
3. Was George correct in saying that Satish is there to correct the "stupid mistake" of his boss and George?
4. Would you employ George in your company?
5. Did Preet make a mistake by not intervening during the meeting and correct George's misconception about Satish?
6. As an HR manager, how would you define the character of George - bullying but later Regretting? Does his attitude need to be corrected?
7. Would you be happy to have George/Preet as your boss?

SAPM

1. A share is currently selling at Rs.50. it is expected that a dividend of Rs.2 per share would be paid during the year and the share could be sold at Rs.54 at the end of the year. Calculate the expected return from the share?
 - b.The probability distribution and corresponding rates of return of Alpha company are shown below. How do we calculate the rate of return? Also plot the graph .

Probability	Rate of returns
.10	50
.20	30
.40	10
.20	-10
.10	-30

2. Explain the role of ratio analysis in selection of portfolios?
3. You are given the following information:

Particulars	Rs
Cash	18,000
Debtors	1,42,000
Closing stock	1,80,000
Bills payable	27,000
Creditors	50,000
Outstanding expenses	15,000
Tax payable	75,000

- Calculate 1. Current ratio 2.Liquidity ratio 3. Absolute liquidity ratio
4. a.Pankajam Ltd sells goods on cash as well as on credit basis. The following information is extracted from their books of accounts for 1993.

Particulars	Rs
Total sales	1,00,000
Cash sales (included above)	20,000
Sales returns	7,000
Total debtors for sales as on 31/12/1993	9,000

Bills receivables 31/12/1993	2,000
Provision for doubtful debts	1,000
Trade creditors as on 31/12/1993	10,000

You are required to calculate 1. Debtors/receivables turnover ratio 2. The average collection period.

- b. A trader purchases goods both on cash as well as on credit terms. The following particulars are obtained from the books:

Particulars	Rs
Total purchase	2,00,000
Cash purchase	20,000
purchase returns	34,000
Total creditors at the end	70,000
Bills payable at the end	40,000

You are required to calculate 1. creditors turnover ratio 2. The average payment period.

E-MARKETING

Case Study

ForeverLawn Inc. provides the most advanced synthetic grass products on the market in terms of realism and technology, backed by superior service and support. ForeverLawn's synthetic grass is ideal for a range of applications where aesthetics and functionality matter, including sports fields, playgrounds, kennels, and more. Their industry-leading synthetic turf is also perfect for homes located in arid climates where water restrictions dampen natural growth as well as for residential and commercial applications looking for low maintenance but beautiful landscaping. With unmatched quality and service, ForeverLawn continues to expand and now has offices in more than 29 cities servicing 30 states and two countries.

The Challenge

ForeverLawn recognized that an opportunity to reach potential customers online was going unmet with their current website and marketing strategy – and decided it was time to step up their game. They wanted their website to generate the leads, supported by successful inbound marketing, that they knew were possible for their growing industry and with their extensive dealer base. ForeverLawn hired Sanctuary to redesign the website and to overhaul their online marketing strategy with a focus on connecting with a broader customer base and generating more quality leads – while decreasing the cost to do so.

Question:

1. Chalk out a detailed E-marketing plan for ForeverLawn Inc. to meet their challenges.

Case Study

One of the largest credit card payment processors in Israel needed a security solution that could combat the latest cyber-threats, protect sensitive information, and detect indicators of compromise on both internal and external networks without changing their already complicated security architecture or straining their already stretched resources.

Not only does the payment card processor have to ensure that their corporate networks are protected from malware, Trojans, and other viruses, but they must also be certain that the thousands of employees, partners, and customers constantly communicating with their network are also uncompromised.

Seculert is able to detect, by unique automated analysis, both advanced and persistent threats that the payment card processor's existing security solutions were unable to detect. Seculert finds malware that has bypassed existing legacy security measures across the entire organization, including laptops, remote employees, and clients connecting to the customer's network. By receiving data from live botnets, the Seculert Platform identifies infection through the analysis of botnet traffic, guaranteeing no false positives. In the event that a threat is uncovered, the payment card processor can act swiftly and decisively, in most cases blocking the malicious elements and avoiding significant data and monetary losses.

Seculert's service is 100% cloud-based delivering low total cost of ownership, with no hardware or software to install. Due to the immediate success that Seculert had in identifying threats, the payment card processor has been a return customer for several years.

Questions:

1. Discuss the various privacy issues regarding credit card payments.
Discuss the invasions of privacy violations.

Case Study

Beardbrand is an Ecommerce store that sells beard oil and beard care products and that prides themselves in leading the movement for all the "urban beardsmen" of the world.

Eric, Beardman's founder, decided to create a post and share everything he and his team did in order to develop a solid brand and go from \$0 to \$120k in monthly sales.

During brand development, Eric found out two main challenges:

- **More expensive and more exhaustive efforts needed:** Eric recognizes that building a reputable brand for your store takes more time and more money because you'll be investing for the long-term. It's not an overnight success.
- **Staying true to your brand by maintaining consistency:** Beardbrand want their brand to be as consistent as possible in providing premium customer experience.

Questions:

1. What are the various differentiation strategies available to Beardbrand? Discuss.
2. List out the available positioning strategies for beard care products and suggest the best positioning strategy for Beardman by giving reasons.

Case Study

A third-generation, family-owned wine merchant Zachys Wine & Liquor was mostly focused on offline retail. But in 2013, the marketing team began optimizing online shopping for its customers, with triggered emails based on behavior as the cornerstone of that shift.

Zachys has three major business divisions, according to Victor Castro, Director of eCommerce, Zachys Wine & Liquor. It has a retail store presence, one location in Scarsdale, New York, and an online retail website, one feature of which is an auction group.

Castro joined Zachys in 2013 when the website was a secondary thought to the in-store retail business: “The website ... automatically loaded any products that were entered into our inventory, and they sort of just went up for sale. Nobody was really managing, never mind even marketing the site.”

In terms of email marketing, Castro added, there was a lot of content being put out, but it also wasn't really managed.

“[My] position was basically brand-new to the company. They never really had anybody in charge. And so when it was presented to me, and I was looking at the opportunity, it was clear that there were a lot of different pieces that could be improved,” he said.

It was clear Zachys had a lot of potential, he said, with “a very robust set of low-hanging fruit across all different channels – with email being one of the most important ones, in terms of our site and an ability to execute quickly.”

Questions:

1. What is the role of e-mail advertising in integrated marketing communication efforts undertaken by Zachys Wine & Liquor?
2. Explain the merits and demerits of using e-mail over offline retail in case of Zachys.

15MBA141 - DERIVATIVES AND FINANCIAL RISK MANAGEMENT

1. Calculate the optimal hedge ratio from the following data. The spot and futures prices of certain commodity are given below.

Month	Spot price	Nearby Futures price	Distant futures price
Jan	603	617.2 Mar	624.6 Jun
Feb	609	619.5 Mar	627.8 Jun
Mar	601	603.2 Mar	614.7 Jun
Apr	587	599.0 Jun	606.3 Sep
May	598	608.4 Jun	612.7 Sep
June	596	597.1 Jun	604.9 Sep
July	612	621.7 Sep	627.3 Dec
Aug	616	623.3 Sep	629.6 Dec
Sep	623	621.8 Sep	623.7 Dec
Oct	614	622.4 Dec	628.4 Mar
Nov	620	627.8 Dec	631.1 Mar
Dec	615	623.7 Dec	627.2 Mar
Jan	621	629.2 Mar	632.8 Jun
Feb	618	627.2 Mar	631.2 Jun
Mar	627	628.1 Mar	632.4 Jun
Apr	624	629.2 Jun	633.7 Sep

May	630	639.3 Jun	642.1 Sep
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- The Wheat future contract prices of the month of Sep for 20 days was given. The starting date of Sep 2 to Sep 21. The contract size is 100 quintals of wheat and price for one quintal is Rs.600. The Settlement price of the contract From Sep 2 to Sep 21 is Rs. 600, Rs. 598.20, Rs. 593.60, Rs. 594, Rs. 589.50, Rs. 584. 80, Rs. 582.20, Rs. 583.70, Rs. 577.30, Rs. 577.10, Rs. 572.40, Rs. 570.10, Rs. 568.50, Rs. 569.80, Rs. 573.80, Rs. 573.60, Rs. 577.30, Rs. 576.80, Rs. 578.80.and Rs. 578 respectively. Explain the concept of Marking to market if the initial margin Rs. 6000 and maintenance margin Rs. 4500. Find out the payoff for long and short position.
- Explain the concept of marking to market with TCS futures for Aug 2016 if initial margin is Rs. 32,738 and maintenance margin Rs. 24,554. Find out the payoff for long and short position. The one lot size is 250 shares.

Date	Settle Price
27-May-16	2619.05
30-May-16	2682.25
31-May-16	2613.55
01-Jun-16	2678.10
02-Jun-16	2694.55
03-Jun-16	2673.10
06-Jun-16	2654.20
07-Jun-16	2672.45
08-Jun-16	2653.45
09-Jun-16	2616.50
10-Jun-16	2594.10
13-Jun-16	2583.65
14-Jun-16	2571.10
15-Jun-16	2592.95
16-Jun-16	2593.80

- Explain the concept of marking to market for USD with lot size of 1000 units. Initial margin Rs. 3432 and Maintenance margin Rs. 2574

18-Jan-17	68.6475
19-Jan-17	68.7
20-Jan-17	68.7225
23-Jan-17	68.7275
24-Jan-17	68.6675
25-Jan-17	68.5675

27-Jan-17	68.5525
30-Jan-17	68.435
31-Jan-17	68.33
01-Feb-17	67.97
02-Feb-17	67.8375
03-Feb-17	67.735
06-Feb-17	67.62
07-Feb-17	67.8025
08-Feb-17	67.6525
09-Feb-17	67.3075
10-Feb-17	67.2575
13-Feb-17	67.385
14-Feb-17	67.305
15-Feb-17	67.23
16-Feb-17	67.37

- Determine the value of call option and put option using B – S option pricing model. The share is currently selling at Rs. 124 and the standard deviation of the stock is 0.5. The option has an exercise price of Rs 130 and has 4 months to go for expiration. The risk free rate of interest is 12%.
- From the following data, calculate the value of call option and put option using Black Scholes model
Current price of the share = Rs. 486
Exercise price = Rs. 500
Time to expiration = 65 days
Standard deviation = 0.54
Rate of interest = 9%
- A mutual fund analyst has collected the following past performance reports of five funds and the Sensex. Rank these funds based on Sharpe ratio, Treynor ratio and Jensen’s measure. Assume risk free rate of 7%. Explain the behaviour of these rankings.

Portfolio	Return (%)	Standard deviation (%)	Beta
A	16.5	25.6	1.25
B	15.3	20.5	0.95
C	9.5	15.8	0.85

D	22.5	16.5	1.15
E	18.5	18.5	1.05
Sensex	14.0	13.5	1.00

8. The following table describes how three mutual funds performed over a 5 year period.

Fund	Average annual return	Beta	Standard deviation of annual return
A	19.2%	1.2	24.7%
B	15.8%	0.90	28.3%
C	20.8%	1.32	26.5%
Market index	13.5%		20.6%
Risk free asset	2.2%		

Compute Sharpe ratio, Treynor ratio and Jensen measure for each fund.

9. An investor Mr. Anand has portfolio consisting of eight securities as shown below. Calculate the portfolio beta.

Security	Price	No. of shares	Beta β
A	59.50	5000	1.05
B	81.85	8000	0.35
C	101.10	10000	0.80
D	125.15	15000	0.85
E	140.50	1500	0.75

10. A portfolio consists of three securities P, Q and R with the following parameters.

	P	Q	R	Correlation

Expected return (%)	25	22	20	
Standard deviation (%)	30	26	24	
Correlation:				
PQ				-0.50
QR				+0.40
PR				+0.60

If the securities are equally weighted, how much is the risk and return of the portfolio of these three securities?

11. Given below are the some of the key information pertaining to seven Indian mutual funds.

Fund	Return %	Standard deviation %	Beta
Prime	4.50	16.1	0.94
Equity growth fund	15.40	18.2	1.09
Power	9.00	17.9	1.09
Growth plus income	12.90	20.4	1.22
Services fund	12.30	17.6	1.04
Index fund	9.00	16.1	1.00
Blue chip fund	6.40	17.9	1.04

The risk free rate is 6%.

Rank the seven funds using Sharpe and Treynor ratios and interpret the results

Which of the above portfolios is best diversified and which is least diversified

15MBA151 PRODUCT & BRAND MANAGEMENT 3 0 0 3

Vaibhav and Rajan are two enterprising youth. They have passed out from a premier management institute. They decided instead of doing a job. They will launch fresh vegetables in indian markets. Having learnt of the future conventional foods. They decided to venture into cultivation of mushrooms. Mushrooms are known to be the best alternative food for vegetarians for Vaibhav and Rajan find raising was a serious handicap for man production. However the first trial batch of mushrooms that they

produced was bought by star hotel in pune. Further the hotel placed orders for supply of 20kgs everyday. Vaibhav and Rajan want to sell mushrooms in a very big way all over India. How will you guide Vaibhav and rajan in a. Product strategies b. Brand positioning c. Brand strategies.

2. CASE STUDY

Outside the beauty box When Molton Brown chief executive Sara Halton wanted to inject fresh life into the 34-year-old brand, she didn't just talk to the people in new product development. She set up an advisory board calling in Hip Hotel founder Herbert J.M. Ypma, interior decorator Andrew Martin and horticulturist Guy Barter, and six other experts. 'I thought it would help us to think differently',

Halton says. 'Ideas come out of the most surprising places sometimes.' This is a new way of thinking about beauty product development. Traditionally, a company would see a gap in the market and talk to its laboratories or create a product in response to a competitor's launch. But lately, the approach has been quite different. Nivea, for example, has just set up a discussion group with Stephen Bayley, creator of the Design Museum, in the chair. Its aim is to answer this question: 'what is beauty?' 'Creating new products is not the reason for the group', says Ann-Louise Holland, PR manager for Nivea's parent company, Biersdorf UK.

However, 'if light bulbs for new products come out of it, we'll pick up on them.' Five years previously, Chris Sanderson at the Future Laboratory, a trend-forecasting strategic consultancy, received a call from Procter & Gamble. 'We were commissioned by them to look into the concept of light, without knowing why', Sanderson says. The outcome was The Book of Light, a report that offered insights into how the cosmetics market was set to change over the coming decade. And the result in product terms is rumoured to be the bestselling Olay Regenerist range.

Then there's the Mind Gym, a corporate consultancy famed for coming up with the concept of the stuffed crust pizza during one of their workshops, who were approached by GlaxoSmithKline to run a 'Generating Creative Sparks' workshop with its oral hygiene team. 'It's a cornucopia of stimuli to the senses', explains Octavius Black, global managing director of the Mind Gym and co-author of The Mind Gym: Wake Your Mind Up. One exercise, for example, involves objects such as teddy bears or rubber being proffered with the objective to create ideas in a specific field. According to Sarah Leonard, vice president of leadership and organisation for GlaxoSmithKline, 'in just 90 minutes, the business generated over 60 innovative concepts for new product development, of which 30 were then taken and further progressed.'

One new, top-secret toothpaste is being launched on the back of the workshop. It's not just idea generation that is being revolutionised, though; these days the big beauty giants are creating products using more esoteric sources. For example, the technology used to develop protective clothing in Japan has been modified for use in skincare. It takes the form of an ingredient called Diakalyte in an anti-ageing product by L'Oréal's Biotherm, called Source Thérapie Superactiv serum.

'L'Oréal has a worldwide open innovation process that looks for any new technologies and concepts mastered in other industries that could be of interest to the cosmetics industry', says Patricia Pineau, L'Oréal's director of scientific communications. 'We took the technology from the waterproof fabric and

translated it to work for a skin cream. We wanted to preserve skin transparency as well as increase the diffusion of light. In other words, create the optical effect of a skin surface that is at once smooth, transparent and matt.' The food industry, too, is proving fertile territory for the beauty industry. Clinique's Supermoisture make-up is made using a machine similar to that traditionally used in ice-cream vans. 'Our textural prototype to research and development was yoghurt', explains Scott Miselnicky, Clinique's executive director of worldwide make-up product development. Clinique was interested in the ice-cream technology 'for the reason that it changes the chemical properties of the emulsion and comes out as a mousse.' In fact, changing the intellectual properties of the beauty industry itself is what this is really all about. 'During our first meeting [with the advisory board], the conversation ranged from elephant polo

1. To what extent does this case study justify being innovative in an organisation's approach to innovation?
2. Analyse and categorise the different approaches that are described.
3. Consider another industry very different from skincare and suggest ways in which they could benefit from looking at that industry from outside the box.

Subject: Training and Development Sub code: 15MBA158

Is Rajat in needs of Remedial Training?

Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts Section and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Rajat, all seem to be meeting the targets set by you. Along with numerous errors, Rajat's work is characterized by low performance – often he does 20 percent less than the other clerks in the department.

As you look into Rajat's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

Questions

1. As Rajat's supervisor can you find out whether the poor performance is due to poor training or to some other cause?
2. If you find Rajat has been inadequately trained, how do you go about introducing a remedial training programme?
3. If he has been with the company six months, what kind of remedial programme would be best?
4. Should you supervise him more closely? Can you do this without making it obvious to him and his co-

workers?

5. Should you discuss the situation with Rajat?

Case 2

The personal officer of prashant chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building.

The consultants would be emphasizing on how to develop teamwork and to build inter group relationships throughout the company. The information also contained the approach to be adopted by the consultants and explained the five step process of team building; problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers felt tensed as they thought team building as an exercise involving a lot of hocus- pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on disliked. Therefore, the managers felt that the consultants were not needed for teambuilding. One of the managers commented, "now that we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by every one and put him in the role of change agent/ consultant. After all, you really do not need high priced consultants to do this team building stuff. You just have to have a good feel for human factors". The other managers generally agreed. However, the corporate personnel director turned down their suggestions and proceeded with his original programme of hiring consultants.

- a. Analyse the above case
- b. As an HR person how would you handle the situation
- c. Will you go for hiring outside consultant.

Case 3

By the early 2000s, Nike, Inc. (Nike), one of the world's leading footwear and apparel companies, had become well-known for continuously churning out innovative products and building up traffic to the stores through its advertising. However, the company realized that the customers' purchase decision was influenced by the sales associates they interacted with on the stores. So, training these employees was very necessary, but the fact that most of the sales associates were in their late teens or early 20s posed a challenge as this group brought their own unique characteristics to the workplace and was not very receptive to the traditional forms of training. Moreover, the turnover of the sales associates was very high.

To address these challenges, a team at Nike designed an e-learning program in 2003 called Nike 'Sports Knowledge Underground' (SKU) for the thousands of sales associates stationed in its own stores and that of other retailers that kept Nike inventory. The interactive web-based training program closely resembled a video game, and immediately caught the attention of industry observers. In 1957, Phil Knight (Knight), an undergraduate student and middle-distance athlete at the University of Oregon, and Bill Bowerman (Bowerman), his athletics coach, realized the need for a good quality American sports shoe...Over the years, Nike had earned a name for itself for its innovative products. But the company also realized that bringing

out innovative products alone and advertising them effectively would not suffice; it would also have to ensure that the sales associates at the stores had good product knowledge and were able to pitch the benefits of the products to the customer. The team came out with the Sports Knowledge Underground (SKU), an online interactive program with flash animation and sound. Regarding the origin of the name, Donahue said, "We were throwing out ideas, and someone suggested that we needed to come up with something edgy, something underground. The e-learning program met with good response. By the end of 2006, over one million modules had been completed and more than 50,000 hours of product training were delivered. By early 2007, SKU was used to train more than 35,000 sales associates across its own stores and that of other retailers.

DISCUSS THE CASE.

Case 4

One morning sanjay Mehta, a recent recruit from a reputed management institute in manipal walked into the sales office at Chennai as a new sales trainee. Raghavan, the Zonal sales Manager for a large computer hardware firm was there to greet him. Raghvan's job consisted of overseeing the work of sales officers, field executives and trainee salesmen numbering over 50 of three areas namely Chennai, Bangalore, Cochin. The sales growth of computers, parts and other equipment in his area was highly satisfactory, especially in the recent years- thanks to the developmental initiatives taken by respective state Governments in spreading computer education in offices, schools, colleges, banks and other institutions.

Raghavan collected several reports, catalogues and pamphlets describing in detail the type of office equipment sold by the company. After a pleasant chat about their backgrounds, Raghavan gave sanjay the collected material and showed him to his assigned disk.

Therefore raghavan excused himself and did not return. Sanjay spent the whole day scanning the material and 5 pm he picked up his things and went home.

Questions:

1. What do you think about Raghavan's training programme?
2. What type of the sales training programme would you plan?
3. What method of training would have been the best under these circumstance?

Case 5

Bharat Engineering works ltd is major industrial machineries besides other engineering products. It has enjoy market preference for its machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However the scenario changed quickly because of the entry of 2 new competitors in the field with foreign technological collaboration. For the first time, the company faced problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr.Arvind as general manager to direct the operations of industrial machinery division. Mr.Arvind had similar assignment in abroad before coming back to India.

Mr. Arvind had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised him to consult various heads of the department to have first hand information. However, he emphasised that the company lacked an integrated planning system while members of the Board of directors insisted on introducing this in several meetings both formally and informally.

After joining as General Manager, Mr Arvind got briefings from the heads of all departments. He asked all heads to identify major problems and issues concerning them. The marketing manager indicated that in order to achieve higher sales, he needed more sales support. Sales people had no central organisation to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business.

The production manager complained about the old machines and equipments used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Bharat Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduce the cost, it was essential to automate production lines by installing new equipment.

Director of research and development did not have specific problem and therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 per cent within a very short period without any major capital outlay.

Questions

- (a) Discuss the nature and characteristics of the problems in this case.
- (b) What steps should be taken by Mr Arvind to overcome these problems?
- (c) To whom training is required here & what kind of training is that?

CHANGE MANAGEMENT

1. Mr. Vincent The manager, of a large super market, was taking a management course in the evening programme at the local college. The professor had given an interesting but disturbing lecture on various approaches and told to use quantitative models, systems theory and analysis and even talking about contingency relationships. Vincent had always been good manager and had proved it. By doing little planning ahead and making the same things again. All the professor was trying to do was complicate things. I guess I will have to know it for the test but I'm sticking with my old plan, organise and control approach in managing my store".Mr.Vincent is not ready to implement or follow any changes as to approach in organization.

Questions for discussion:

1. Critically analyse Mr. Vincent reasoning?
2. If you were the professor and you knew what was going through Mr.Vincent's mind what would you say to Vincent?

2. In 2004 Shell was facing an oil reserves crisis that hammered its share price. The situation was compounded by the abrupt departure of the oil group's chairman, Sir Philip Watts. The new group chairman, Jeroen van der Veer, believed that in order to survive, the corporation had to transform its structure and processes.A series of global, standardised processes were identified. These, if introduced, would impact more than 80 Shell operating units. While the changes were vital to survival, they proved unpopular in the short term as some countries stood to lose market share.The message was a tough one, and many operating units balked.However, for a change programme of this scale to be successful, everyone had to adhere to the new systems and processes. The leadership of Shell Downstream-One, as the transformation was known, needed unflinching determination and to focus on gaining adoption from everyone involved.

Those leading the change had to ensure that the major players in all their markets knew what was required and why. They needed to be aligned with the change requirement. From the start, it was recognised that mandating the changes was the only way for them to drive the transformational growth they aimed for.

This wasn't an opt-in situation. The main message of the change team, led by van der Veer, was that simpler, standard processes across all countries and regions that benefited Shell globally trumped local, individual needs. That meant everything from common invoicing and finance systems to bigger more centralised distribution networks. By identifying and rapidly addressing the many areas of resistance that emerged – such as that some influential stakeholders stood to lose control or market share – adoption was accelerated.

They'd been picked because they had both technical understanding and could provide change leadership. They both modelled and drove the new behaviours needed for the change to succeed. They briefed the people who would be impacted by the change; risks and potential problem areas were discussed and mitigated – before any real change was even delivered. In all major change programmes, there's always the danger that change management gets delegated; leaders distance themselves from the challenge of implementing the priorities they once championed. That can cause the initiatives to fail. In Shell's case, however, the change leadership started and finished with Jeroen van der Veer, who never drew back from emphasising how important full implementation of Downstream-One would be.

Questions for Discussion: Highlight and discuss the position of Shell in global markets after the changes made by the CEO of the Company?

3. In July 2003, organizational changes were made on the group level to establish flatter organizations, clarify roles, increase speed, and globalize organizations, the objectives of introducing a new management system, and to clarify the positioning of the group management functions within Global Toyota.

In addition, the number of directors was reduced by appointing only those at the senior managing officer level and higher, and the position of managing officer responsible for operations of each division was created.

On decision-making levels, division operations were concluded at the senior managing officer level or lower, and senior managing officers became responsible for decision-making concerning operations closely related to the work site while participating in companywide management as the chief executive officers for their divisions. As a result, the pace of decision-making was increased. In light of the major changes taking place in the management environment starting in 2000 including rapid global business expansion, diversification of human resources, and changes in working styles, TMC set 2001 as 'year one for personnel training' and conducted a companywide review of training. In 2006, post-flattening personnel organizations were reorganized, basic workplace systems were reviewed, the direction of personal training was investigated, and personnel systems were changed.

One workplace system was the formation of small groups centred on group managers to create strong ties between veteran and less experienced employees in an effort to re-establish a workplace environment where everyone can both teach and be taught.

Questions for discussion: Do you think the changes brought in flatter organizations, training and groups will have impact in the organizations. Discuss your answers.

4. Swetha is The Marketing Department Manager. She Has Noticed That Her Staff Seems To Be Pulling In separate Directions And Some Members Have Trouble Cooperating With Others. She Feels Team Building Will Help Her Department Function In A More Positive And Productive Way. Swetha Interviews Several OD Consultants To Find The Change Agent She Thinks Will Be Right For What She Needs. Swetha Decides On Karthik, An Organization Development Consultant That Best Answered The

Question, "How Will This Change Agent Build A Group Into A Team?" Karthik Meets With Swetha To Discuss The Problems. Karthik And Swetha Define The Problem As Swetha Sees It. They Discuss Specific Questions To Ask And Data That Will Be Collected From Interviews With Team Members. Karthik Interviews Swetha's Staff And Immediately A Number Of Issues Surfaces That Appear Counterproductive To Effective Functioning. Lack Of Communication Is Identified As The Most Serious Problem, And Many Of The Other Major Issues Are The Direct Result Of The Communication Break Down. Karthik Reports The General Findings Back To Swetha Without Mentioning Any Names. After Discussion The Problem And Possible Ways To Solve It, They Decided On The Two-Day Team Building Retreat. The Goal Of The Retreat Is To Get The Group To Work Through The Issues That Are Causing The Biggest Problems. Before The Retreat, Karthik Puts Together An Agenda And Shares It With Swetha. Upon Approval, The Agenda Is Given To All Group Members. Karthik Purposely Leaves The Agenda Quite Open So That The Group Will Get More Involved In The Problem- Solving Process And Gain Greater Ownership In The Process Of Working To Achieve Positive And Productive Change.

Questions: Discuss the case and explain the role of change agent?

5. In the 1980s, Coke's biggest rival, Pepsi, was aggressively targeting it. This caused Coca-Cola to re-evaluate its offerings. Eventually, the company decided to concoct a new, sweeter soda. They called it simply New Coke.

Unfortunately, the public didn't take too kindly to the new beverage. But Coke's executives didn't let the mishap derail their success. Quickly, management decided to pull New Coke and replace it with the older, established formula. Lo and behold, Coca-Cola Classic was born, and Coke maintained its market dominance.

Just as quickly as Coke changed to accommodate its customers' sweeter palates, it changed direction again when it realized it made the wrong move. But that's not the only instance where Coca-Cola listened to its customers and enacted change. Again, how is a company primarily known for selling sugary drinks valued at \$180 billion in 2018?

Questions for Discussion: 1. Analyse the reason behind the failure of new coke?

2. Analyse the role of the leader who has taken this decision? 3. How is a company primarily known for selling sugary drinks valued at \$180 billion in 2018?

CORPORATE GOVERNANCE

1. China Hongxing:

Accounting irregularities noted by China Hongxing Sports Limited's auditors Ernst & Young LLP for the company's financial year 2010 marked the start of yet another S-chip scandal unraveling on the Singapore Exchange (SGX). The irregularities discovered involved cash and bank balances, accounts receivables, accounts payables, and other expenses. The discovery of these accounting irregularities was subsequently followed by trading suspensions and a special audit investigation. The objective of this case is to allow a discussion of issues such as the consequence of directors holding multiple directorships, director's duties and responsibilities, the adequacy of SGX rules in ensuring independent directors discharge their responsibilities, poor corporate governance leading to poor oversight of management, and the implications of a lax listing regulatory environment

2. On 7 January 2011, Sakae entered into various Interested Party Transactions to acquire two companies that one of its directors holds directorships in. The transaction was passed. However, this transaction resulted in problems that were discovered in 2013. A director who had interest in multiple shareholdings was accused of misappropriating funds of up to S\$34 million. After being asked to resign and sued by the company, he was eventually removed by shareholders at the Extraordinary General Meeting. The objective of this case is to allow for a discussion on issues such as the potential problems and conflicts of interest that cross-directorships and investments in associates may bring about.

About Sakae

Sakae Holdings Ltd ("Sakae"), previously known as Apex-Pal International Pvt Ltd, is a Singapore incorporated company. Formed in 1996, it was listed on the Singapore Stock Exchange (now Singapore Exchange) in 2003. Sakae is in the food and beverage industry and its main business is as an operator of restaurants, kiosks and cafes. It is most well-known for its Sakae Sushi outlets in Asia that provide a kaiten (conveyor belt) sushi experience. Sakae derives its revenue from its main business as well as selling items to and collecting royalties from its franchisees, and also providing management and consultancy

services. The corporate governance issues revolving around Sakae concerns not their main business but their alternative income through investments.

3. New regulations and guidelines introduced by the Monetary Authority of Singapore (MAS) in 2005 raised the bar on corporate governance for financial institutions in Singapore. Following the 2008 global financial crisis, the MAS issued revised regulations and guidelines to ensure that the corporate governance standards applicable to banks and large direct insurers in particular are consistent with global standards. The focus on corporate governance has raised questions about the existing corporate governance system of UOB. In particular, issues such as the separation of Chairman and CEO and the remuneration of Wee Cho Yaw, the Chairman and major shareholder of the bank, have been thrust into the spotlight. The objective of this case is to allow a discussion of issues such as the board composition and independence, long tenure of independent directors, relationship between the CEO and Chairman, executive remuneration, and new rules and regulations following the 2008 financial crisis, in the context of a family-controlled and managed bank.

Background

United Overseas Bank (UOB) is the smallest of the three local banks in Singapore in terms of total assets. It was founded on 6 August 1935 by Wee Kheng Chiang, father of the present Board Chairman Wee Cho Yaw, and was originally known as the United Chinese Bank. Wee Cho Yaw, whose name is synonymous with UOB, took over the reins of UOB in 1958. UOB's growth has been attributed to several key acquisitions; some notable ones being the acquisition of Chung Khiaw Bank in 1971 and Overseas Union Bank in 2001. Although each acquisition had diluted the Wee family's stake, with the Wee family holding only a total stake of about 16.5% as of 8 March 2012, UOB has remained under the family's control through cross-shareholdings. Although Wee handed over the CEO position in 2007 to his son, Wee EeCheong, he continues in his role as the Chairman of UOB's Board of Directors. When Wee reached 70 in 2007, the Monetary Authority of Singapore (MAS), Singapore's central bank, approved his annual reappointment as a director.

4. C.K. Tang: The Fight towards Privatisation

Case Overview

In 2009, Tang Wee Sung, the majority shareholder of C.K. Tang Limited, along with his brother, Tang Wee Kit, finally succeeded in privatising the company after two failed attempts in 2003 and 2006. The major controversy surrounding the privatization was the valuation of Tangs Plaza, a commercial property located in the prime shopping district of Orchard Road. Minority shareholders cited its undervaluation as the primary reason for rejecting the cash offer by the Tang brothers. The minority

shareholders felt that the redevelopment potential of the property should have been taken into consideration. In 2011, the Tang brothers failed in their attempt to cancel out all remaining shares held by minority shareholders through a capital reduction exercise. The objective of this case is to allow a discussion of issues such as the divergence of interests between controlling and minority shareholders, the manifestation of this divergence in a privatisation situation, the different methods of privatisation which can be used and the extent to which they protect the interests of minority shareholders, and the role of the board, audit committee, independent financial adviser, regulator and shareholders in a privatisation.

5. Dialling for Votes: The PCCW Privatisation

Scandal

Case Overview

After a 97 per cent fall in its share price over eight years, the management of PCCW Limited proposed to privatise the company by buying out the shares held by minority shareholders. In doing so, the company management, led by Richard Li Tzar-kai, allotted shares to insurance agents on condition that they would vote in favor of the resolution, thus going against the spirit of the prevailing corporate governance rules in Hong Kong. After a protracted legal battle, the courts disallowed the controversial vote. The objective of this case is to allow a discussion of issues such as corporate governance in a management-controlled company, the roles and effectiveness of different corporate governance mechanisms, the protection of minority shareholders' interests in a privatisation situation, and business ethics.

PCCW: A Chequered Past

Founded by Richard Li Tzar-kai, the son of Hong Kong tycoon Li Ka-shing, PCCW Limited (PCCW) is the holding company of HKT Group Holdings Limited (HKT), which operates primarily in the telecom, broadband and multimedia industries. It also has interests in the broadband sector in the United Kingdom and a property development company in Hong Kong. In 1999, PCCW acquired highly-prized waterfront real estate from the government without a public auction. This was highly criticised by the media and other property developers. In 2000, the company acquired Hong Kong Telecom (HKT) for US\$41 billion, marking the largest merger in Asia at the time.

However, due to debt incurred during the process, intense competition in the local telecom sector and the challenge of an international joint venture with the Australian telecommunications company Telstra Corporation, the share price plunged 97 per cent from a peak adjusted price of \$131.75 between 2000 and 2008. PCCW was removed from Hong Kong's benchmark Hang Seng Index in June 2008. Richard Li attempted to sell his stake in the company in 2006. The Chinese Government thwarted this attempt by blocking the sale through its control of China Netcom, which owned a 20 per cent stake in PCCW. In 2008,

PCCW's businesses were hit hard by the global recession. Profit slumped 20 per cent in the first half of the year. However, some key financial indicators, such as EBIDTA and earnings per share remained stable. After declaring a dividend of HK\$0.133 per share, PCCW ended the year with a stable financial position despite the impact of the crisis.

PROJECT MANAGEMENT

Case 1.

Techway is an established company in the field of Robotics creating AI based solutions for its clients. The company has a state of the art R&D department in collaboration with a Japanese firm as part of its strategic alliance. In order to fulfill the mandatory CSR procedure of New Companies law 2013, Techway started a initiative in rural schools. The project was about the use of robots in class rooms for children with learning problems. The project was a huge success and lot of schools approached the company for its assistance in implementation of the project in their schools. As it was a CSR initiative, the company was not able to generate revenue through the project. The project manager approaches the GM of the company to discuss the issue. The project manager presents a clear view about how the project was started from CSR perspective and how it is consuming their resources now. The project manager suggests to complete the initiative while the GM wants to continue it as it has considerably increased the goodwill of the company.

Questions.

1. Is it advisable to stop the initiative now?
2. How feasible it is to commercialize this venture?

Case 2

Susrutha Meditech is a pharma company with a considerable market share in Asia Pacific. Biotech India is a research lab agency which works on new drug development. Susrutha approaches Biotech India to develop an indigenous drug for curing skin cancer based on Indian herbs. Biotech would just act as a consultant on payment basis while the rest would be taken care by Susrutha. The team member, Mr. Jose of this cancer drug had come up with a breakthrough innovation during the project which would help in preventing the growth of all types of cancer cells. Mr. Jose knows very well if Susrutha company comes to know of this, they would get the entire patent and would not allow Biotech to take credit nor generate revenue.

Questions

1. What action would you suggest for Biotech India now?

2. As susrutha Meditech is the project sponsor, should the innovation be made known to them?

Case 3

Info Global is an ITES company based in Delhi. The company had bagged a project from Government of India related to cyber security. Varun is a senior java Architect who is included in the project team. The team leader is an experienced new hand from Singapore branch of Info Global. The team leader is new to the Indian environment , especially to the Governmment procedures. As GOI is the sponsor for this project, there are lot of delays and bottlenecks in the project due to red tapism. Varun identifies that the new team lead is having a tough time with the sponsor. He is also aware of the intensity and value of the project.

1. As a senior programmer, should Varun escalate the problem to the management?
2. Is it right on varun's part to lend a helping hand to the new team lead to sort out things?
3. Offer your suggestions for the timely completion of the project.

Case 4

A project comprising of eight tasks (A to H) has the following characteristics:

Tasks	Preceding Tasks	Time duration in weeks		
		Optimistic	Most Likely	Pessimistic
A	---	2	4	12
B	---	10	12	26
C	A	8	9	10
D	A	10	15	20
E	A	7	7.5	15
F	B,C	9	9	9
G	D	3	3.5	7
H	E,F,G	5	5	5

Draw the network diagram and carry out all related calculations.

Determine the critical path and mark it in the network. What is the total project duration?

Case 5

Read well is a bookstore which sells all genres of books. Ith the advent of ecommerce , the company wants to open its online book store and also develop an app for purchase. This roject is given to the

company doit.com. As the team leader of this project, prepare a project charter for the launching of the project.

