UNIT 15 CASE STUDIES

An Introduction on Management Cases

In simple terms, a case is a description of a management situation. The length of a case may vary from one page to several pages. In some cases to present quantitative and analytical data and information, exhibits and figures are provided. All these information provide the required inputs for case analysis. While reading and analysing the case, the reader should try to find out the management problem in the case. The focus of the case should be identified. Cases are prepared from field data or from published sources. The websites of the concerned business organizations or the published reports etc. provide the required information. Information related with some of the cases may be available in the public domain. Some cases may require analysis of interpersonal relations, disciplinary issues in an organization. In those situations, in house materials in the organization provide the required information and those information are presented in the case. A case is not written or analysed to illustrate correct or incorrect handling of an administrative situation. There is no bias towards a particular conclusion. The analysis should be rational, free from bias. A chronological series of cases based on a single organization is sometimes used to expose the learner to an organization's cumulative experience with a situation.

Cases are used to develop an analytical bent of mind and also for class discussion in a variety of educational programs. At the KKHSOU in the Master of Business Administration (MBA) Programme a few cases have been offered in this Unit for reading and analysis by the learners. The short cases (can also be said as caselets) offer the learners an experience in dealing with complex, realistic situations. The emphasis is on analysis and exposure to decision making in real life organizational situations.

In some cases questions are given at the end of the case. In those cases the learners should read the case and answer the questions with an analytical approach. In the cases, where information may be available in the public domain, the learner may update himself or herself accordingly

before approaching the issues. In some cases, there may not be some questions at the end. In those cases, while answering the questions the learners should try to identify the main problem and the key issues, search for the decision alternatives and should try to contemplate measures towards solving the management problem.

Case 1

Demonetisation of Notes

Taking the nation by surprise, Prime Minister Narendra Modi announced demonetisation of Rs. 1000 and Rs. 500 notes with effect from midnight of 8th November, 2016, making these notes invalid in a major assault on black money, fake currency and corruption. The announcement was made just a few hours before the ban. Within a few hours the notes became worthless pieces of papers. He also announced that new notes of Rs. 2000 and Rs. 500 would be introduced and all notes and coins of lower denomination would continue to remain valid.

ATM withdrawals were restricted to Rs. 2000 only per day and withdrawals from bank accounts were limited to Rs. 10000 a day and Rs. 20000 a week. Banks were asked to remain closed on 9th November, 2016 to make all the preparations. ATMs were also disabled from functioning for two days. The normal life of the people in the country was disrupted. People were urged to face the short term inconveniences for the sake of a larger interest.

The Prime Minister also expressed confidence that the staff of banks and post offices would rise to the occasion to introduce the new order within the available time. The move was regarded as a drastic but positive step that would help stamp out the menace of black money. The banks were asked to extend the service hours and to keep open on the holidays on 12th and 13th November, 2016. Long queues were there in all the branches of all the banks to meet the requirements of public for the cash crunch.

Question: You are the manager of a nationalised bank in a small town. You have limited number of staff members to operate the branch. Two of the staff members already submitted out station leave application

for 12, 13 and 14 November, 16 even before the announcement was made. As a branch manager, how would you have handled the situation?

Case 2

McDonalds in India

When McDonald's started two decades ago in Mumbai, it was welcomed with crowds queuing up outside its restaurants.

McDonald's is the world leader in QSR (Quick Service Restaurants). Their presence in 118 countries with 33,000 restaurants glorifies its position as world leader and as a fast food giant. This huge network is not easy to manage where guest expectations in different countries are clean, hygienic, tasty and quick food every time. The credit of this successful availability goes to the unique supply chain management the company follows and control over its huge network.

McDonald's is present in more than 40 cities of India with 250 eating outlets and adding more every now and then. The company outsources the huge supply chain. This supply chain is multi-layered but very well coordinated. McDonald's Supply Chain is quite uniquely handled with least number of employees on McDonald's payroll. The control on outsourced entities is commendable. With ever growing business of fast food, McDonald's has laid down its systems efficiently and the company is expanding at a fast speed.

For training their staff company takes all its measure through intensive programmes. Utmost care is taken for management of quality in all aspects of management functioning.

McDonald's being a limited menu restaurant is characterised by speed of operations, serving more than 67 million customers each day globally. In India, the first outlets of the chain threw open their doors to the public in Delhi and Mumbai in. In India McDonald's serves 650,000 customers daily.

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McDonald's has laid down its systems efficiently. The chain is expanding at a fast speed.

Question : Can the model of McDonalds be replicated in other sectors as well?

Note: The case let is adapted from the Case Study on the McDonald's Supply Chain in India, by Prof. Kshitiz Sharma, published in Asia Pacific Journal of Marketing & Management Review, Vol.2 (1), January (2013)

Online available at indianresearchjournals.com

Case 3

Mumbai Dabbawala

A dabbawala; also spelled as dabbawalla or dabbawallah, (tiffin wallah); is a person in India, most commonly in Mumbai, who is part of a delivery system that collects hot food in lunch boxes from the residences of workers in the late morning, delivers the lunches to the workplace, predominantly using bicycles and the railway trains, and returns the empty boxes to the worker's residence that afternoon. They are also used by meal suppliers in Mumbai, where they ferry ready, cooked meals from central kitchens to the customers and back.

In Mumbai, most office workers prefer to eat home-cooked food in their workplace rather than eat outside at a food stand or at a local restaurant, usually for reasons of taste and hygiene, hence the concept of dabbawalah. A number of work-from-home women also supply such home-cooked meals, delivering through the dabbawala network.

A collecting dabbawala, usually on bicycle, collects dabbas either from a worker's home or from the dabba makers. As many of the carriers are of limited literacy (the average literacy of Dabbawallahs is that of 8th grade), the dabbas (boxes) have some sort of distinguishing mark on them, such as a colour or group of symbols.

The dabbawala then takes them to a sorting place, where he and other collecting dabbawalas sort the lunch boxes into groups. The grouped boxes are put in the coaches of trains, with markings to identify the destination

of the box (usually there is a designated car for the boxes). The markings include the railway station to unload the boxes and the destination point with delivery address.

At each railway station or a common point, boxes are handed over to a local dabbawala, who delivers them. The empty boxes are collected after lunch or the next day and sent back to the respective houses. The dabbawalas also allow for delivery requests through SMS.

Lunch boxes are marked in several ways: (1) abbreviations for collection points, (2) colour code for starting station, (3) number for destination station and (4) markings for handling dabbawala at destination, building and floor.

A colour-coding system identifies the destination and recipient. Each dabbawala is required to contribute a minimum capital in kind, in the form of two bicycles, a wooden crate for the tiffins, white cotton kurta-pyjamas, and the white Gandhi cap (topi). Each month there is a division of the earnings of each unit. Each *dabbawala*, regardless of role, is paid around 8,000 rupees per month (about US$131 in 2014). Between 175,000 and 200,000 lunch boxes are moved each day by 4,500 to 5,000 dabbawalas.

It is frequently claimed that *dabbawalas* make less than one mistake in every six million deliveries, however this is only estimation from Ragunath Medge, the president of the Mumbai Tiffinmen's Association in 1998, and is not from a rigorous study. Medge told Subrata Chakravarty, the lead author of the 'Fast Food' article by *Forbes* where this claim first appeared, that *dabbawalas* make a mistake "almost never, maybe once every two months" and this statement was extrapolated by Subrata Chakravarty to be a rate of "one mistake in 8 million deliveries."

Subrata Chakravarty recalled the affair in an interview and said:

"*Forbes* never certified the *dabbawalas* as being a six-sigma organization. In fact, I never used the term at all. As you know, six-sigma is a process, not a statistic. But it is commonly associated with a statistic of 1.9 errors per billion operations, and that is what caused the confusion. I was impressed by the efficiency and complexity of the process by which some 175,000 tiffin boxes were sorted, transported, delivered and returned

each day by people who were mostly illiterate and unsophisticated. I asked the head of the organization how often they made a mistake. He said almost never, maybe once every two months. Any more than that would be unforgivable to customers. I did the math, which works out to one mistake in 8 million deliveries—or 16 million, since the tiffin carriers are returned home each day. That is the statistic I used. Apparently, at a conference in 2002, a reporter asked the president … whether the tiffinwallahs were a six-sigma organization. He said he didn't know what that was. When told about the 1.9 error-per-billion statistic, I'm told he said: "Then we are. Just ask Forbes". The reporter, obviously without having read my story, wrote that Forbes had certified the tiffinwallahs as a six-sigma organization. That phrase was picked up and repeated by other reporters in other stories and now seems to have become part of the folklore

Question : Can the model of Mumbai Dabbawalas be replicated in other cities of India?

Note: The case is adapted from the reading material available in and through the web link https://en.wikipedia.org/wiki/Dabbawala, accessed on 18th July 2016

Case 4

Strategy of Ford in India

Mr William Clay Ford Jr., Executive Chairman of Ford Motor Co. is upbeat on India and expects the country to play a bigger role beyond making and selling cars to being a 'great laboratory' to develop connected and autonomous car solutions. Ford's Research and Development Centre was inaugurated in Chennai in November 2016. They have agenda to work on product development, not only for conformity of Make in India but also for development of intellectual capacity as a part of global development strategy.

Ford has been around for two decades in India, but profits still elude them. That has not worried Mr. William Clay much. He is of the view that money is always welcome, but markets develop at different paces. The markets need to be understood well. In the 113 years history of Ford, Ford did not have great results in some of the markets. But at some points, the

markets turned around. William is highly optimistic about Indian market. In India, they have developed a very good employee base. Exports are made from India. Still they would like to have better results. They consider India as a great laboratory for the learning experiences. They are looking at Indian market through different lenses, selling cars and trucks, making cars and trucks, providing mobility solutions. They have to work on all these well.

Question: Critically comment on the strategy of Ford in India in view of the emerging complexities in the automobile market in India.

(The case let is developed from an interview with Mr William Clay Ford Jr. in The Economic Times on 9th November, 2016, page 5)

Case 5

It is about two people

Indian construction magnate Pallonji Mistry's son and heir, Cyrus Mistry was picked to lead Tata Sons. He took over from Ratan Tata as Chairman of Tata Sons, the holding company of global salt-to-jags Tata Group. The transition was very well covered in Indian media. It was a momentous occasion in Indian corporate history.

Five years later, Mistry's unceremonious eviction from Tata Sons has shaken India's corporate universe. The effects have been felt all over the world. It has become a case of succession planning, corporate governance, leadership and conflict management in management institutions. This was an episode, Mistry himself described as 'unique in the annals of corporate history'. Tata's have a 148 years old history.

Tata, the most valuable brand, according to Brand Finance, has interests across industrial and consumer sectors from auto, software, airlines and steel to hospitality, food and beverage. As per Bloomberg data, the 29 publicly traded companies under Tata Sons have a combined market value of about $120 billion. Any product with a Tata name gives a lift on brand trust. It is an old, trusted, stable, dignified company led by 'gentlemen'.

The 'ugly' nature of Tata-Mistry spat has posed serious questions on Ratan Tata's successor. Of their own making or not, image of the company has suffered. There is no magic formula to solve the leadership spat at Tata. It is about two people. People have to work at relationships. There are lots of personality conflicts and lots of different viewpoints. Leadership is like an orchestra making all instruments come together and produce something that is effective, efficient and excellent.

Trust is important, so is communication.

Question : Develop your observation on leadership, succession, interpersonal relation in light of the leadership spat at Tata.

(The case let is adapted from Brands Creating Desire , p 5 and Brand Equity of The Economic Times, p 1 and 4, November 9 and November 9-15, 2016)

Case 6

Prantik – The Assamese Fortnightly

The year was 1981. The Assam agitation for deportation of foreigners was in full swing and a wide majority of the native population was driven by a feeling of regional chauvinism. The state and its people were in turmoil. The need of the hour was to rejuvenate the Assamese people with clear logic and radical thinking instead of wallowing in emotion and sentimental rhetoric. Mr. Pradip Baruah, owner of a small letter press and screen printing press, with a professional qualification of printing technology and work experience in the family business of newspaper publications; felt that a magazine with suitable content would be able to help in changing the scenario of excessive emotion and sentimentalism. It was a time when even a reasoned dissent or a word of caution was not tolerated by the supporters of the agitation. In those tumultuous times, when even established institutions were shaky about future prospects, Mr. Baruah took the bold step of introducing a fortnightly with the aim of providing reasoned and socially responsive info-edutainment writing of various genres. He envisioned that a fortnightly magazine might prove useful in filling the vacuum created by the cessation in publication of the monthly magazine 'Ramdhenu' edited

by Dr. Birendra Kumar Bhattacharya, the first Jnanpeeth award winner of Assam.

A team of carefully chosen personnel was formed and eminent figures in Assamese journalism and literature were approached to contribute regular columns for the proposed publication. A 'dummy' was prepared for a 48 page magazine which was to be totally different from the conventional Assamese periodicals of the time. It was contemplated that the magazine would be 'a necessary magazine for every Assamese family'. The ball was set rolling with the members of the team comprising of three promising fresh graduates travelling to different corners of Assam to gather feedback from a cross-section of people. It was going to be a very daunting and extremely challenging task. The mortality rate of Assamese periodicals was very high. It required a qualified, eminent and competent personality to handle the challenges with panache.

At that time, Dr. Bhabendra Nath Saikia, a noted litterateur, academic and filmmaker was relieved of the responsibility of Chairman, Railway Service Commission, Guwahati. Mr. Baruah approached Dr. Saikia to be the Chief Editor of the magazine ; he himself remaining the editor for all practical purposes i.e. acting as a buffer providing the safety cushion to the Chief Editor while dealing with Government, legal issues etc. Dr. Saikia accepted the offer and Prantik was launched in December 1981. Prantik weathered the turbulence. However, within a short period of five months, so great was the acceptance of the magazine and enthusiasm of the people that the circulation figure touched the 10,000 mark, a highly respectable figure in Assam. The fortnightly was ably managed by Dr. Saikia up to 15th November 1997. The ideas and standards set by Dr. Saikia and the legacy left by him; the love and loyalty of readers who call themselves the members of Prantik family; the writers and the sellers have sustained the fortnightly for thirty five years. Mr. Baruah feels that the role of the editorial team is catalytic only. The journey is carrying on with a sense of satisfaction to all concerned although the magazine has not registered a worthwhile increase in circulation.

In the journey of Prantik, in 1986, the sale of an average issue reached its peak. The figure was almost four times the sale of an average issue in 1982. Since then, there has been a decline till 1999 to a figure which would be about half of the sale of an average issue in 1986. After 1999, the sales increased and currently has stabilised at about 10,000 copies more. The sales could have been much more. Despite all the challenges, the magazine has been able to carve out a niche for itself and has been able to create a Prantik family in the Assamese society. This is quite satisfying. The magazine has managed the transition process remarkably well from the founder Editor to the current editorial team. The composition of the team and the team cohesiveness has been instrumental in this regard. One or two blunders on the part of the editorial staff sometimes cause concern to Mr. Baruah, who is 78 years old now. He delegates many responsibilities to the managerial and editorial staff.

The management processes in the publication house are worth observing. Transparencies in financial management and reporting, adherence to a strict action plan for timely release, well designed distribution system, management of receivables and payment, very low number of unsold copies and accuracy in demand forecasting, retention of employees, maintenance of office atmospherics and work environment, creation of new writers, remarkable number of well sold volume publications of serialised content, dependable outsourcing of key services – are all quite important. With the no- advertising strategy, profitability also has not been a key concern.

Even without changing too much, a product can be continually successful if the vision and mission is clear. Growth in sales is not a priority. Meaningful survival and contribution to society are more important. The challenges in the journey will have to be continually addressed and the day to day management problems will always have to be sorted out. Mr. Baruah feels satisfied in this regard too.

With the advent of the new age media vehicles, the print magazines in India (and Assam as well) are facing problems in retaining readership

and increasing circulation. Although Prantik is a unique product in its own category, it cannot defy competition. But Mr. Baruah, the editor publisher of Prantik, is quite undeterred. He derives inspiration and satisfaction from the comments and feedback of the readers. He feels hopeful in the knowledge that some children have also developed the habit of reading Prantik. He considers it a limitation on his part that the magazine has not been able to penetrate in the desired way among the educated people and in the urban areas. He has seen considerable scope to contribute to the cause of protection of Assamese identity, language and Assamese culture. One can be progressive without losing one's identity. He cannot think of anything else, except Prantik, in the foreseeable future.

The editor-publisher of Prantik feels that his magazine must continue its journey despite its dwindled sales. No dependence on advertising income is a unique strategy of the magazine. Readership subscription is the only source of revenue for the single product publication house. Readership loyalty and stakeholder relationship management aspects are noteworthy.

Question: Should the editor/publisher of Prantik adopt a new strategy to meet the changing requirements of time or consolidate on the existing one so as to reach a larger number of readers and expand the base of loyal readers?

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Dear Learner,

Regarding the course as mentioned above, we would like to know your opinions and comments so as to improve the quality of self learning materials in future. Please respond to the following statements by ticking the number you feel most reflect your opinion. After completion of the additional comments, please detach the page and send/mail the same to us at the address given below.

The Director, Centre for Internal Quality Assurance, KKHandiqui State Open University
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1. Approximately how many hours did you spend for studying the units in the course? | | | |
2. Please give your opinions (by √ mark) to the following items based on your reading of the block:

Sl. No.	Statements	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I.	The SLMs of the course fulfil the learning objectives set out in the beginning of each unit					
II.	The units of the SLM could satisfy my academic needs and expectations					
III.	The Unit writers have excellent knowledge about the course contents					
IV.	Language and contents of the units were presented at a level which I could readily understand					
V.	Ample opportunity for participation in the activities provided in the units					
VI.	Used enough Illustrations (Diagrams, tables etc.) for conceptual clarity					
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VIII.	The self check questions are very helpful					
IX.	The Possible/model questions and the answers to check my progress have benefited me a lot					

Additional Comments: *(Please feel free to provide your open comments)*

1. Which aspects of the SLM, according to you, worked well?

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2. What sort of changes/improvements do you feel KKHSOU could implement to improve the overall quality of the SLM?

Thank you for taking the time to complete this form.

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(To be inserted as last page after the end of the last unit of the course)