



Cases from IIMA: A Compendium of **100 ABSTRACTS**

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**Cases from
IIMA:
A Compendium
of 100 Abstracts**

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Cases from IIMA: A Compendium of 100 Abstracts

The Indian Institute of Management, Ahmedabad (IIMA) Case Centre is pleased to present this compendium of one hundred abstracts of the most popular cases. The Case Centre is a repository of more than 4300 registered items that includes Cases, Teaching Notes, Technical Notes, Exercises, Supplements, Epilogues and Games written by generations of IIMA faculty members over a period of more than five decades. These cases are an important component of the learning-and-learner-centric pedagogy that IIMA is known for - the Case Method. A cursory reading of the 100 abstracts presented in this volume will help the reader appreciate how cases enable the learners—participants as they are called at IIMA—to enact a variety of roles, as decision makers, analysts, consultants or just curious bystanders, in order to develop various kinds of knowledge, skills, attitudes and habits related to managerial and leadership competence. The real-life experiences that these cases represent effectively bring the ‘field’ into the classroom. Though the method was developed by the Harvard Law and Business Schools in the early twentieth century, IIMA is recognized as a pioneer in adapting the method to the Indian context. The Institute’s role in promoting the method, through case writing and teaching workshops conducted over the years and the case collection, is well recognized.

As IIMA expanded the repository of the cases, a “Case Unit” was developed at the Institute. The primary role of this entity was to maintain the repository of cases written by faculty and manage their use in the various programmes of the Institute. However, with the Case Method being widely accepted the demand of cases from the Case Unit witnessed a major increase and in order to cater to this demand the Institute established the IIMA Case Centre in April 2014, with the following mandate: (a) supporting case writing, (b) managing the distribution of IIMA cases, and (c) promoting case teaching. Thus, the Case Centre supports IIMA faculty members by registering their cases, providing editing and proof-reading support, availing grants to case writers for developing cases, and making these cases available to a variety of audiences. The Case Centre also administers an annual award for the best case. In addition, it conducts regular training workshops for editors, case writers and case teachers.

The Case Centre administers the sales of IIMA cases to various other management institutes, educators and corporate trainers. Case Centre has wide collection of technical notes and exercises as well. The Case Centre has also partnered with Harvard Business Publishing, Ivey Publishing, SAGE and The Case Centre ECCH, UK to strengthen the distribution of IIMA cases.

IIMA Case Centre is committed to strengthening the case ecosystem not just within IIMA but also nationally. Case Centre has collaborated with Harvard Business Publishing to offer the Case Method Teaching Seminar (CMTS) at various locations in India. It has also supported several IIMA faculty members in their efforts to introduce the Case Method at other Indian Institutes of Management and a variety of business schools.

The Case Centre maintains the IIMA Case Website, which is a web platform for procurement of IIMA cases, technical notes and exercises. The cases are classified according to the disciplines they cater to: Accounting, Communication, Economics, Ethics and Governance, Finance, Human Resource Management, IT and Systems, Innovation and Entrepreneurship, International Business, Management Education, Marketing, Operations Management, Organizational Behaviour, Public Policy and Law, Quantitative Methods and Strategic Management. Cross-referencing by sector is also available: Agriculture and Animal Husbandry, Banking Finance Insurance, Cooperatives, Education, Government, Health, Infrastructure, Manufacturing, Mining, Miscellaneous, Public Sector, Telecom Software, Trade and Transportation and Logistics.

For further details please visit cases.iima.ac.in.

We hope you enjoy reading this collection of abstracts. In case you need further information, please contact us at:

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Business Policy

1. BP0101 - Ulaganath Madan

Menon, C. D.

Publication Year: 1977

No. of Pages: 7

The case traces the 16 year career of a management trainee who rises to a senior management position. A shift of accent in corporate strategy, changes in organization structuring, and the incapacity of Ulaganath Madan to adapt to the changing needs further aggravated by obsolescence leads to the conclusion that he has no further potential for growth.

2. BP0268(A) - Kanpur Confectioneries Private Limited (A)

Dixit, M R; Dixit, Vandana

Publication Year: 2001

No. of Pages: 6

Mr. Alok Kumar Gupta is required to decide his company's response to a proposal for becoming a sub-contractor to A - One Confectioneries Private Limited (APL) a large national player in the biscuit industry with aspirations to be a leader in every region. The case describes the details of the proposal, history of KCPL, a biscuit manufacturing company, and the impact of competition on its performance. It also describes the experience of alliance with another company in the industry. It presents the aspirations of the founders in becoming a leading national player in the industry. The advantages to the company are in getting assured return on investment and access to APL's manufacturing expertise. The disadvantages are a possible loss of independence in decision making, dilution of company's own brand, and family prestige.

3. BP0268(B) - Kanpur Confectioneries Private Limited (B)

Dixit, M R; Dixit, Vandana

Publication Year: 2001

No. of Pages: 8

This case describes the experience of Kanpur Confectioneries Private Limited (KCPL), a family managed company, in being a contract manufacturer for A-One Confectioneries Private Limited. The alliance had worked to the advantage of KCPL. It had prospered as a profitable contract manufacturer. It had used the surplus to diversify into unrelated businesses. The family members however had doubts regarding the employment opportunities provided by the move. They were not sure whether the progress was sustainable. Alok Kumar Gupta, Chairman and Managing Director of KCPL, along with his brothers and son, is required to review the strategy and performance of his company and develop a course of action for the future.

4. BP0291 - Cool King Limited: To be or not to be in the window air conditioner business?

*Sinha, Piyush Kumar;
Ravichandran, N*

Publication Year: 2003

No. of Pages: 13

The case presents industry data related to the air-conditioning industry. A decision needs to be made regarding an existing product line. How to make this decision? What criteria would help is the focus of this case

5. BP0295 - Turnaround Excellence: The Tinplate Company of India Limited (TCIL)

Maheshwari, Sunil Kumar

Publication Year: 2003

No. of Pages: 33

The case describes the turnaround of the company in the 80s and 90s. Structural, leadership, and strategic issues are described.

6. BP0299 - Aravind Eye Care System: Giving the Most Precious Gift

Manikutty, S; Vohra, Neharika

Publication Year: 2004

No. of Pages: 32

The case describes the vision of Dr. Venkataswamy, the founder of Aravind Eye Hospital at Madurai, Tamilnadu, and the history of its development of places the present activities of what has grown into an eye care system in the context of the eye problems in India especially blindness. The ability of the hospitals to perform free surgeries to the extent of 60% yet keep the prices highly affordable is highlighted, and the profane reasons embedded in the case. The structure and systems are described in detail. The case ends with the future directions and the actions needed to take the hospital further and fulfill Dr. V's vision of "total elimination of needless blindness in India".

7. BP0405 - Online Pricing Mistakes

Pathak, Akhileshwar

Publication Year: 2017

No. of Pages: 14

Online stores sell thousands of products and services. Despite all care, mistakes can get made. These mistakes can have severe implications for the seller. A contract once formed is normally binding on the parties. The seller gets bound to sell at the mistaken price. Can an online seller get out of the contract on the ground that the price was a mistake? The only court judgment on the theme is Chwee Kin Keong v. Digilandmall.com Pte Ltd, a judgment of the Singapore High Court. With reference to the judgment, the case explores pricing mistakes by online stores.

Centre for Infrastructure Policy and Regulation

8. CIPR0003(A)* - Indore City Bus Transport Service (A)

Raghuram, G;

Publication Year: 2010

No. of Pages: 16

Satyam Shivam Sundaram

Towards the end of 90s, mounting losses forced Madhya Pradesh State Road Transport Corporation (MPSRTC), the sole provider of public transport in Madhya Pradesh, to suspend their urban services. As a consequence, organized public transport services ceased to exist in Indore, the largest metropolitan city of the state of Madhya Pradesh. This void was filled by Intermediate Public Transport (IPT) consisting of minibuses, tempos and auto rickshaws. As of January 2004, 300 private minibuses, 150 tempos, and 10,000 auto rickshaws were plying as IPT, but with poor service levels. Lack of public transport was a catalyst for rapid increase in personalized vehicles, and high level of pollution and accidents.

**This case is a part of a series, for referring Part (B) please visit cases.iima.ac.in*

9. CIPR0017 - Delhi Airport Metro Express Private Limited

Raghuram, G

Publication Year: 2014

No. of Pages: 20

Delhi Metro Airport Express Line (AEL) from New Delhi Metro Station to Dwarka Sector 21 linked the Indira Gandhi International Airport. The line was operated by the Delhi Airport Metro Express Pvt Limited (DAMEPL), a subsidiary of Reliance Infrastructure (RInfra), the concessionaire of the line. The AEL was opened on February 23, 2011. Due to defects with the civil structure on the elevated section of the line, it was temporarily shut down on July 8, 2012. DAMEPL had been unable to run the AEL profitably ever since it started operations due to poor ridership and high operating costs. After three months in October, 2012 with the repairs nearly completed, RInfra had to take a call on the way forward.

10. CIPR0026 - GMR KUAEL: The Longest Road PPP

Raghuram, G.; Udaykumar,

Publication Year: 2016

No. of Pages: 27

Prashanth D.

GMR Infrastructure Limited (GMRIL) had to make a decision on its continued role in the 555.48 km Kishangarh Udaipur Ahmedabad (KUA) Expressway Project, India's then longest road public-private partnership (PPP) project. GMR had terminated the

contract citing NHAI's failure in fulfilling Conditions Precedent (CP) of providing (i) environment clearance (EC), (ii) revised toll free notification and (iii) 80% of required land. The case intends to educate the reader on the concessionaire-authority dynamics in typical Indian infrastructure PPPs. Taking into account its internal strategy, the extant unfavourable investment climate, the Central Government's steps to revive private interest in the highways sector and NHAI's quick turnaround in fulfilling CP, GMR had to decide how to respond.

Computer and Information Systems Group

11. CISG0082 - Knowledge Management at Infosys Technologies Limited

Verma, Sanjay

Publication Year: 2004

No. of Pages: 24

The case discusses evolution of Knowledge Management initiatives in Infosys Technologies Limited. The organizational process, structure and design, schemes for investigation and technology architecture have been discussed.

12. CISG0132 - Computerisation of a Police Department in ASWI

Verma, Sanjay

Publication Year: 2016

No. of Pages: 10

Computerization of a government department is a very challenging process as it involves multiple stakeholders and power centers. Stakeholder identification as well as designing a system specific to the needs of a particular department can be a complex process. The computerization of police department in WKSWI was initiated in mid-90's but it was not a successful. The case illustrates the challenges of computerization process in a bureaucratic environment. With multiple touch points and interdependent processes, designing and successfully implementing a technology solution for such environment could be a major challenge.

13. CISG0133 - Developing MIS for National Innovation Foundation: Choosing Process, Product and Vendor

Verma, Sanjay; Sharma, Priyanka

Publication Year: 2016

No. of Pages: 37

National Innovation Foundation (NIF) was a partner organization of the Honey Bee Network (HBN), which was a networked organization of individuals,

innovators, farmers, scholars, academicians, policy makers, entrepreneurs and non-governmental organizations (NGOs). The HBN worked to create a network of grassroot innovators and acknowledged him/her by protecting the IPR of the innovator. It is a Government organization, and hence works under bureaucratic setup. However, it works with non-government organizations as well as, individuals and therefore, should be very flexible. NIF desires to get a web-based information system developed. The challenge are multi-fold: selection the appropriate platform (ERP, Best-of-the-breed, or customized solution), technology (content management systems, frameworks versus coding), software development methodology (classic waterfall model or agile), process (on project basis or work and time based contract). The case helps to compare various alternatives on the above issues. This would achieve their objective. The project team had to take decisions on a number of crucial aspects like deciding which software development methodology and what approach to follow which would suit the unique requirements of the organization. NIF was a dynamic organization and their requirements kept changing. How to determine a pricing policy was another major concern for the project team.

Centre for Management in Agriculture

14. CMA0661 - Values in Decisions

Gupta, Ranjit

Publication Year: 1988

No. of Pages: 3

This case is about three friends: Sunil, Manohar, and Rekha. It brings out the fact that “a friend in need has no friends indeed.”

15. CMA0805 - Indian Food Specialties Limited

Deodhar, Satish Y; Tirupati, D

Publication Year: 2002

No. of Pages: 17

Indian Food Specialties Limited (IFS) introduced tools of Food Quality Management in May 2000 in response to changing market conditions and poor profitability. Spoilage in the production process was very high and the company had incurred losses for three successive years starting from 1996-97. The company addressed quality concerns by introducing management tools capability indices and was considering implementation of a food safety system called Hazard Analysis and Critical Control Points(HACCP). The case describes the changing market conditions and the company’s response to improving quality and provides a learning exercise on quality control charts, process capability indices, and HACCP.

Centre for Management of Health Services

16. CMHS0010 - Mahanagar Hospital

Ramani, K V; Trivedi, Poonam; Publication Year: 2010
Malek, Imran

No. of Pages: 12

Investigations play a very important role in medical diagnosis. Laboratory results are estimated to affect 60-70 per cent of the most important decisions in patient care. Timely collection of sample and delivery of accurate test results are, therefore, important quality indicators of performance of any laboratory. Lab procedures are divided into three phases: pre-analytical, analytical, and post-analytical. This case deals with the pre-analytical procedure of the Lab Department in Mahanagar Hospital. Managing this complicated activity is one of the most challenging phases in Lab analysis. The case gives a detailed account of a regular day of a phlebotomist and steps that are undertaken to minimize lab errors.

Communications

17. COMM0013 - Nestle entangled! Braving the Maggi Noodle Crisis in India

Kaul, Asha; Chaudhri, Vidhi Publication Year: 2016

No. of Pages: 16

The case describes the Maggi debacle faced by Nestle in India. On May 21, 2015, the Food and Drug Administration (FDA) ordered Nestle India to recall Maggi after confirming presence of high levels of lead and Mono Sodium Glutamate (MSG) in the product. The case traces the events in the Maggi crisis and deliberates on the reputational loss as evidenced in the boycott of the product, sagging top and bottom line of the company, mounting consumer hostility and loss of faith and trust in leadership. As the events unfold the reader is able to discern the challenges that confront organisations in a crisis situation, and reflect on Nestle's crisis management strategies. The case provokes the reader to deliberate on the aftermath of the recall. Will Nestle be able to get Maggi back on the shelf? Will they ever be able to recapture consumer faith and trust? Will the Indian market be willing to forgive and forget? Would the company be able to regain consumer faith, change public perceptions and recapture mind space? If yes, how?

Economics

18. ECO0096 - Bhavnath Temple

Pathak, H N

Publication Year: 1966

No. of Pages: 6

Describes how the traditional faith of a community interferes with investment criteria.

Finance and Accounting

19. F&A0067 - Lilac Flour Mills

*Seshan, Suresh A;
Ramanathan, K V*

Publication Year: 1965

No. of Pages: 5

This case is concerned with the problem of inventory valuation and pricing in a joint and by products situation. Students are required to decide the minimum selling price for each of the four products and the basis for inventory valuation.

20. F&A0089 - Mansa Building

Seshan, Suresh A

Publication Year: 1970

No. of Pages: 6

The Objective of this case is to have the students prepare financial Statements using the annual concept. Several transactions are included to illustrate prepaid expenses, accrued expenses and prepaid revenue. The Case has also served as a good Exam Case.

21. F&A0126 - Symphony Theatre

Seshan, Suresh A

Publication Year: 1970

No. of Pages: 3

The case involves the preparation of a balance sheet and a profit and loss statement, on the basis of descriptive transactions, in a theatre business. The case facilitates use of the accrual and realization concepts.

22. F&A0200 - Latif Khan, Architect

Bhattacharyya, S K

Publication Year: 1973

No. of Pages: 3

A renowned architect has been asked by the income tax authorities to furnish a set of financial statements for his firm. The case requires the preparation of these statements based on incomplete data.

23. F&A0202 - Irrigation Equipments Limited

Desai, P V; Bhattacharyya, S K Publication Year: 1973

No. of Pages: 2

A newly formed company has to record a series of transactions it has entered into during the first month of existence. The case requires students to employ basic accounting up to the stage of preparing a trial balance.

24. F&A0303 - Standard Tile Company

Balakrishnan, K

Publication Year: 1977

No. of Pages: 1

Deals with a problem in material cost variance. Requires computation of price, mix and yield variances.

25. F&A0306 - Cinestar Soaps (Private) Limited

Balakrishnan, K

Publication Year: 1977

No. of Pages: 2

Presents a problem in sales variance analysis. Total sales variance can be analyzed into price, quantity, and mix variances. Raises a special problem concerning quantity variance when the sales department sells more than what is produced. The variances can be worked out in three different units? Revenue, profit, and contribution. Class discussion could cover the relative merits of using these three units of measures.

26. F&A0326 - Standard Swings Limited

Desai, P V; Bhattacharyya, S K Publication Year: 1978

No. of Pages: 4

Mr. Ajoy Gupta has invented electrically operated automatic swings. As part of establishing the manufacturing project, he is required to present before the financing bank a set of projected cash receipts and payments, income statement, and balance sheet, in addition to certain policy inputs. Identification of various policy inputs and other information needed, for preparing projected financial statements, can be taught.

27. F&A0377 - Cost Classification Exercise

Balakrishnan, K

Publication Year: 1986

No. of Pages: 3

An introductory exercise in cost accounting which helps students to view the elements of costs from three different perspectives: 1) on a functional basis? Manufacturing, selling, administration, research and development, etc; 2) on a traceability basis? direct versus indirect; and 3) on a behavioural basis? fixed versus variable. It is presented in an increasing degree of complexity.

28. F&A0462 - Birla 3M Limited

Sriram, M S

Publication Year: 2001

No. of Pages: 3

The case deals with the concepts relating to finalization of accounts using basic data on transactions. It is expected that income statement, balance sheet and adjusting will be passed with the help of information given within the case.

29. F&A0488 - ICICI Equity Issue 2007

Agarwalla, Sobhesh Kumar; Publication Year: 2010
Jacob, Joshy; Varma, Jayanth R

No. of Pages: 20

The case discusses the choices relating to seasoned equity issuance for ICICI Bank, one of India's largest banking and financial services conglomerates, in mid-2007 shortly before the global financial crisis begins to unfold. In this context, the case raises issues about the size and timing of equity issuance. It also highlights reliance on external finance for large rapidly growing companies in emerging markets. The bank which operates in 17 countries and is listed in India and the United States also needs to decide whether part of the new equity should be raised in foreign equity markets.

30. F&A0495 - Lupin's Foray into Japan

Jacob, Joshy; Agarwalla, Publication Year: 2012
Sobhesh Kumar; Premchander

No. of Pages: 19

The case described the issues faced by a mid-sized Indian generic pharmaceutical firm, in its attempt to acquire a small unlisted Japanese generics manufacturer. It showcases the strong motivation of a successful emerging market pharmaceutical firm to expand into the developed market, buoyed by its cost competitiveness. The case presents an opportunity to discuss the trade-offs involved with most of the dynamic decisions in a cross-border acquisition, such as estimation of synergies and value, bidding, and financing the acquisition. The case may be used in programmes on valuation, and mergers and acquisitions.

31. F&A0517 - DRL Limited

Agarwalla, Sobhesh Kumar Publication Year: 2014

No. of Pages: 4

A tried and tested case that is used to explain the mechanics of accounting to learners in a very lucid manner. It can be adopted in the MBA module for understanding accounting principles. Apart from indulging into the accounting doctrines it helps in the preparation of the three basic financial statements for a manufacturing firm. The case covers transactions relating to depreciation, provision for doubtful debts,

normal and abnormal losses, discounts (trade and cash), loan repayment including interest calculations, dividends, provision for tax, advance tax including TDS. The case can be used to explain the concept of cost of raw materials consumed, cost of goods manufactured and cost of goods sold separately. The case has been tested in an examination setting (450 participants; 3 hours duration).

Marketing

32. MAR0092(D)* - Household Products (India) Limited (D)

Bhandari, Labdhi R

Publication Year: 1971

No. of Pages: 4

Based on a real life situation of the introduction of a new brand of bathing soap, the case describes the existing market situation, competitive situation, and marketing opportunities. It gives a brief account of the product development process - idea generation to concept development to product development and testing and development of test marketing plans. The case can be used to learn about the process of new product development and designing test market plans.

**This case is a part of a series, for referring Part (A) & (B) please visit cases.iima.ac.in*

33. MAR0092(C)* - Household Products (India) Limited (C)

Bhandari, Labdhi R

Publication Year: 1971

No. of Pages: 4

Based on a real life situation of the introduction of a new brand of bathing soap, the case describes the existing market situation, competitive situation, and marketing opportunities. It gives a brief account of the product development process - idea generation to concept development to product development and testing and development of test marketing plans. The case can be used to learn about the process of new product development and designing test market plans.

**This case is a part of a series, for referring Part (A) & (B) please visit cases.iima.ac.in*

34. MAR0300 - Kalyan Pharma Ltd

Jain, Abhinandan K;

Publication Year: 1992

No. of Pages: 10

Raghuram, G; Agrawal, Pramod K

This Case reviews the distribution system of the pharmaceutical company over various years. There have been at least four changes in the distribution system, as

a response to environmental, marketing and cost considerations. The case further focuses on the recent change in distribution system where a new link is added in the distribution system using carrying and forwarding agencies. Data is available to analyze the pros and cons of this recent change over.

35. MAR0303(A) - Indian Products Limited (A): Preparing a Plan for Data Analysis

Jain, Abhinandan K

Publication Year: 1994

No. of Pages: 10

The case describes the cooking medium market in India. It provides details of a research study to assess opportunity for a new brand of small pack refined oil and determine the best product concept in terms of consumer acceptance and appeal. Three different phases of research for 1) generating attributes, 2) generating useful product concepts, and 3) testing the concepts have been described. It also includes the questionnaire used for collecting data from sample respondents for testing the product concept. The case can be used for preparing a plan of analysis of data obtained through a structured instrument.

36. MAR0303(B) - Indian Products Limited (B): Plan of Data Analysis and Inference Building

Jain, Abhinandan K

Publication Year: 1994

No. of Pages: 10

The case is a continuation of Indian Products Limited (A): Plan for Data Analysis. It describes the process of data preparation, including preparation of the codebook, and proposed data analysis plan for achieving the objectives of the research described in case (A). The objectives were to assess whether an opportunity existed for launching a new brand of small pack refined oil brand. This case can be used for understanding and evaluating the proposed data preparation and data analysis plan of marketing household products.

37. MAR0303(C) - Indian Products Limited (C): Data Analysis and Inference Building

Jain, Abhinandan K

Publication Year: 1994

No. of Pages: 15

The case can be used for evaluating data analysis and inferences drawn for selecting one or more product concepts for further scrutiny in the process of new product introduction. The techniques used in this case are for univariate, bivariate, and multivariate regression analysis. The context is that of a research to test four concepts of a new product in the small pack refined oil market. The case (D) presents a MDS map of the products and concepts used in the research and the interpretation of the

dimensions identified. It is possible to use case (C) by itself or both cases (C) and (D) together. It would be helpful to use case (A) as a background reading.

38. MAR0303(D) - Indian Products Limited (D): Market Positioning and Choice of the Concept

Jain, Abhinandan K

Publication Year: 1994

No. of Pages: 4

This case presents a Multi-Dimensional Scaling map of the products and concepts used in the research and the interpretation of the dimensions are identified. It is possible to use case (D) by itself or use it together with case (C) . It would be helpful to use IPL (A) as a background reading.

39. MAR0317(A) - A-One Starch Products Limited (A)

Jain, Abhinandan K; Saha, Jahar

Publication Year: 1998

No. of Pages: 15

A-One Starch Products Limited was established in the late thirties. It was a member of a large business group, and had been manufacturing starch and its derivatives for many diverse industries. It was the acknowledged industry leader for its “technology and product quality”. The case describes the corn wet milling industry in India including the market structure, competitive situation, and demand assessment. The Chief Executive of the company is challenged to find suitable strategic options and select the best option for future growth and prosperity.

40. MAR0317(B) - A-One Starch Products Limited (B): Marketing Planning for Liquid Glucose

Jain, Abhinandan K; Saha, Jahar

Publication Year: 1998

No. of Pages: 15

A-One Starch Products Limited was established in the late thirties. It was a member of a large business group, and had been manufacturing starch and its derivatives for many diverse industries. It was the acknowledged industry leader for its “technology and product quality”. The case describes the corn wet milling industry in India including the market structure, competitive situation, and demand assessment. The Chief Executive of the company is challenged to find suitable strategic options and select the best option for future growth and prosperity.

41. MAR0325(D)* - FoodWorld (D): Design of MIS

*Gupta, Achin; Parikh, Anurag; Publication Year: 2000
Raghuram, G; Banerjee, Bibek; Koshy, Abraham*

No. of Pages: 12

The case focuses on the need for an effective Management Information System, especially for monitoring store performance in a retail chain. The key issues are: 1) Identifying key performance and decision areas, 2) Understanding the role and criticality of information processing, 3) Identifying performance indicators and 4) Specifying the systems required for the information analysis.

**This case is a part of a series, for referring Part (A), (B) & (C) please visit cases. iima.ac.in*

42. MAR0338(A) - Mid West Retail Consumer Finance Services (A)

Banerjee, Arindam

Publication Year: 2000

No. of Pages: 9

This case focuses on the use of secondary source data to perform segmentation analysis. There is ample opportunity to structure the business problem based on the symptoms described. It is based on a moderately sized credit card company in Mid-West United States.

43. MAR0338(B) - Mid West Retail Consumer Finance Services (B): Sarah Jablonski's Dilemma

Banerjee, Arindam

Publication Year: 2000

No. of Pages: 11

The case focuses on the use of secondary source data to perform segmentation analysis. There is ample opportunity to structure the business problem based on the symptoms described. The case is based on a moderately sized credit card company in mid-West United States.

44. MAR0346 - Dainik Bhaskar - Jaipur

Sinha, Piyush Kumar

Publication Year: 2002

No. of Pages: 25

This case of the launch of the daily Dainik Bhaskar in Jaipur is aimed at bringing out the realities of the market place in the newspaper industry. It exemplifies the fact that there is nothing called a monopoly market or even a saturated market. It requires vision, courage and most important of all, an understanding of the market. The case details the process adopted for collecting and analyzing information on the

total potential in the Hindi Belt and then choosing Jaipur as its target market, as well as addressing the issue of identifying opportunities for growth. It also indicates the immense value of detailing that a marketer needs to go into when faced with a long established competitor in a “habit” based product. The hallmark of the case is the innovative use of research for not only understanding the readers but actually “locking them in” for a long enough period to keep competition at bay. For the first time in India, a newspaper was launched with a confirmed circulation. The importance of following up a launch has also been brought out. The case is useful in discussing the development of marketing strategies and attacking with a complete activity system for a historical achievement. The case can be used in marketing classes for bringing out the issues of growth, competition, product design, research and market identification.

45. MAR0360 - Naukri.com

Sahay, Arvind

Publication Year: 2005

No. of Pages: 25

A case on naukri.com that looks at the online recruitment advertisement market in India and the challenges that naukri.com faces in the light of the recent merger of two major competitors. These are in the area of pricing, sales force management, advertising, and more generally fighting a global major in India.

46. MAR0378 - Scorpio from Mahindra: Brand Positioning Decision

Koshy, Abraham

Publication Year: 2006

No. of Pages: 32

Mahindra & Mahindra Limited, the flagship company of the Mahindra group with a turnover of `55 billion (US\$ 1.2 billion), was planning to launch their new sports utility vehicle as a strategic response to the rapidly changing hues of the Indian automobile market. The case describes the rationale of the new product activity and issues pertaining to the branding strategy. An important decision that this case focuses is on the positioning strategy of the new vehicle. Inputs from the consumer clinics suggested some directions for the positioning strategy for the new product. However, debate about the wisdom of according consumer inputs a dominant role in the decision existed. Another set of decisions pertain to branding. Should the company follow an independent brand strategy with limited or no reference to the company name? Or will a sub-brand or a endorsed brand strategy be more appropriate?

47. MAR0380 - Hidesign: Brand by Design

Koshy, Abraham

Publication Year: 2006

No. of Pages: 34

Hidesign® is perhaps the only brand from India in the fashion leather accessory category to adorn the shelves of prestigious departmental stores in some of the big cities of the world. The reputation of the brand in some sense is more in proportion to the sales that the brand had generated. How did the brand achieve this status? Was it a process of serendipity or was it a result of systematic exploration into the world of high fashion characterized by intense brand competition? Or, was it a result of some very well formulated strategy of developing the brand and its equity in copybook style? What were the strategic options faced by the company and the brand? What courses of action would be appropriate for the company's future growth without diluting the brand? This case study provides an opportunity to explore these questions that challenge the intellect of those interested in brands and their management. Further, it provides a glimpse into the world of high fashion and points to the challenges of aligning the brand and the products. This case also discerns what it takes to develop a global brand that has universal appeal rather than brands with ethnic niche focus.

48. MAR0385(A) - CavinKare Private Limited (A): Challenges of Sustaining Growth and Expanding Business

Jaiswal, Anand Kumar

Publication Year: 2017

No. of Pages: 22

CavinKare Private Limited has emerged as an important player in the Indian fast moving consumer goods market. It has not only survived cut-throat competition from formidable multinational companies, but also has recorded sustained high growth over the years. Its business model has included converting important consumer insights into superior products, innovation and experimentation, value pricing, and extending distribution access. The case discusses the challenge before the top management to put in place a strategy to translate the vision of making CavinKare a billion-dollar entity (Rs 52,000 million) by 2012 into reality.

49. MAR0385(B) - CavinKare Private Limited (B): Entry into Soaps and Detergents Market

Jaiswal, Anand Kumar

Publication Year: 2017

No. of Pages: 13

CavinKare was planning to introduce soaps and detergents product in the market. Owing to the ongoing price war in the detergent segment between Hindustan Lever Limited and P&G, the company's managing director and chief executive officer were weighing the risks and benefits of entering the soaps and detergents market. They had to decide whether to enter the market or delay the entry. Another option was

to abandon the entry plan altogether. The case discusses the dilemma faced by the company on market entry due to the changed market conditions.

50. MAR0387 - Barista Coffee Company Limited

Jaiswal, Anand Kumar; Sarin, Sharad; Patro, Sanjay *Publication Year: 2007* *No. of Pages: 13*

Barista has emerged as a leading coffee chain in India. It was the first to sense the latent need of Indian consumers wanting not just a product but a complete coffee experience. The case describes the key factors contributing to the growth of Barista. It discusses the dilemma faced by the company on adopting the franchise model to further expand its chains of caf? in the country. Its top management has to take important decisions related to the pricing and product mix.

51. MAR0388 - Dettol: Managing Brand Extensions

Jaiswal, Anand Kumar; Shrivastav, Arpita; Kothari, Dhvani *Publication Year: 2007* *No. of Pages: 13*

This case is about the evolution of a parent brand and its subsequent extension into different product categories. Dettol as a brand has received immense trust and loyalty from consumers. Since the 1930s when Dettol was introduced in India, it has steadily created a deep entrenched position in the mind of its consumers. To achieve fast growth and leverage the strong brand equity of the Dettol, Reckitt Benckiser India Limited rolled out a number of brand extensions. Some of these extensions such as Dettol Soap and Dettol Liquid Hand Wash became a phenomenal success, while most others failed. The case discusses why some of the extensions achieve great success while others fail miserably.

52. MAR0389 - Dettol: Marketing Research for Understanding Consumer Evaluations of Brand Extensions

Jaiswal, Anand Kumar; Shrivastav, Arpita *Publication Year: 2007* *No. of Pages: 9*

This case is about a marketing research study conducted on brand extensions of Dettol. Dettol as a brand has got immense trust and loyalty from consumers. To achieve fast growth and leverage the Dettol brand name, Reckitt Benckiser India Limited introduced a number of brand extensions. Some of these extensions such as Dettol Soap and Dettol Liquid Hand Wash were are very successful, but most of the other extensions failed to perform in the market. The case discusses how a marketing research study can help in predicting the success of different brand extensions of Dettol.

53. MAR0400 - Radio Mirchi: Entry into Kolkata Market

*Jaiswal, Anand Kumar;
Palan, Harit*

Publication Year: 2008

No. of Pages: 27

Radio Mirchi is the flagship brand of Entertainment Network India Limited (ENIL). ENIL is the largest private FM radio broadcaster in India. ENIL was able to gain a stronghold in the market due to its strengths of innovativeness and creative content, large operating network, reach among listeners, high quality studio and strong advertisement sales capabilities. The case discusses Radio Mirchi's entry into the Kolkata market in 2003 amidst the competition from three other players --Red FM, Aamar and Power. Kolkata occupied a prime place in the company's growth plans. The case discusses the dilemma faced by the company on developing the entry strategy. Its top management has to decide on the market segment(s) it should target, and the design of the product.

54. MAR0405 - GuruKool: A Retail Frontline Training Initiative

Kaul, Subhashini

Publication Year: 2009

No. of Pages: 16

GuruKool, a unique training initiative for frontline sales personnel in retail businesses of the Future Group, was spearheaded by Sanjay Jog, Chief People Officer, Future Group, in April 2006. Implementing the programme, however, was more difficult than he had expected, and its results also were not as brilliant. Sanjay was thus concerned about improving GuruKool. Unlike usual training programmes that provide specific skill based inputs to enhance performance, GuruKool was targeted at enhancing the overall self-esteem of participants. This case study presents details related to the GuruKool programme design as well as the problems associated with 'internally marketing' a fairly unique programme. Details cover aspects of the relational service orientation of 'non-marketers' within an organization and the conflicting perspectives of various 'parties'- both, direct and indirect, involved in GuruKool's design and implementation.

55. MAR0417 - Racer Lube Company

Sahay, Arvind

Publication Year: 2010

No. of Pages: 5

Manjit Singh, Executive Director of a leading lube oil firm, was faced with a situation where lube oil from one channel was being leaked into another channel and sold at prices well below the Maximum Retail Price. His brand Racer is on its way to becoming the "cheap" alternative. The main competitor is commanding a price premium that the channel asks for and gets. The challenge for Singh is to enforce

channel discipline, reduce leakage, maintain price, and get the channel to push his product. In the short term, he needs to get retailers to push the Racer brand despite a brand handicap compared to the Fortune brand.

56. MAR0418 - Hero Honda: Multi-segment Positioning and Selling

*Sahay, Arvind;
Mathen, Nidhi*

Publication Year: 2010

No. of Pages: 27

Established in 1984 and based in India, Hero Honda has become the world's largest two wheeler manufacturer. Over the years, the company made inroads with its famous campaign 'Fill it - Shut it - Forget it' and also had grown to be 'World No.1' two wheeler company in terms of volumes. The case examines the multi-segment emotion-based positioning approach taken by Hero Honda that is different from that of the competition. The objective is to (a) evaluate the strengths and weakness of this approach in light of the competition's actions and positioning (b) suggest ways to maintain and improve Hero Honda's current position in the future given the growth of the market and the impending end of the joint venture agreement with Honda, Japan.

57. MAR0421(A) - Chemical Products Limited (A) - Defining a Research Problem

Jain, Abhinandan K

Publication Year: 2011

No. of Pages: 6

The case describes the decision situation of assessing whether to set up production facilities for producing synthetic menthol. The context covers the description of the company, the product : menthol, production process of menthol, international trade, and government environment. The rest of the case describes the decision problems, research problems, information needs for the research problems, specifies the variables needed to get the information problems, and the sources of information needs / variables for assessment of demand and supply of menthol in India.

58. MAR0421(B) - Chemical Products Limited (B) - Research Design

Jain, Abhinandan K

Publication Year: 2011

No. of Pages: 6

The case describes briefly the problem definition stage and details of the research plan for collecting information to address the question: "whether to set up a plant for manufacturing synthetic menthol through the process invented by the R&D Division of Chemical Products Limited?". The plan includes a description of a set of studies designed to collect the needed information:

(i) survey of organised sector companies using menthol, (ii) survey of unorganised sector end users - scented supari, chewing tobacco, snuff (an ingredient in paan), (iii) an analytical study of assessing price behaviour, (iv) indepth discussions with R&D organisations, (v) survey of farmers of menthol, (vi) indepth studies of manufacturers of menthol, and (vii) analytical study of import, export and international trade. The case can be used for understanding the process of mapping the output of the problem definition stage in marketing research to the development of individual studies for collecting the needed information. It can also be used to understand what a research study is and critiquing individual studies for adequacy of the sample plan and information coverage (for collecting needed information to be used to address the research problem and the decision problem).

59. MAR0422 - Prayas by Sanofi-Aventis in India: Making Healthcare Accessible to the Bottom of the Pyramid

Palan, Harit; Jaiswal, Anand Kumar; Singh, Jagdip; Sharma, Garima *Publication Year: 2011* *No. of Pages: 31*

Prayas is a unique healthcare initiative, launched in India by Sanofi-Aventis, a French multinational pharmaceutical company, with the objectives of updating the medical knowledge of doctors in semi-urban and rural areas, bridging the gap between diagnosis and treatment, and making available quality medicines at affordable prices. This case discusses the evolution of the Prayas model from its inception to its current state, and the company's business strategies around it. Cognizant of the success of Prayas, many competitors of Sanofi-Aventis are actively developing and implementing similar models. The company's top management team has to respond to the competitive threat.

60. MAR0435 - ABS Tyres

Banerjee, Arindam *Publication Year: 2013* *No. of Pages: 3*

ABS Tyres was a medium sized 2-wheeler tyre manufacturer which sold most of its tyres through the OEM channel (sale of tyres fitted in new vehicle). It had minimal presence in the replacement market, the direct to consumer market for tyres. The management felt that an evaluation of the market opportunity in the replacement tyre market was necessary to improve the performance of the company while maintaining the lead in the Original Equipment market. It needed help in drawing up an appropriate market study to find out the opportunity.

61. MAR0446(A) - Cerenity Sanitizer: Marketing Research for New Product Launch (A)

Jaiswal, Anand Kumar; Singh, Sachin Kumar; Manu, A

Publication Year: 2014 *No. of Pages: 21*

The case deals with marketing research study undertaken to introduce a new product in the market. The company was planning to introduce Cerenity, a toilet seat sanitizer for women who frequently use shared restrooms. The case discusses the conclusive study undertaken involving quantitative marketing research. The research team carried out quantitative survey and collected the data. It applied various quantitative research methods such as factor analysis, multiple regression, cluster analysis and conjoint analysis for analysis the collected and drawing managerial inferences.

62. MAR0446(B) - Cerenity Sanitizer: Marketing Research for New Product Launch (B)

Jaiswal, Anand Kumar; Singh, Sachin Kumar; Manu, A

Publication Year: 2014 *No. of Pages: 21*

The case deals with marketing research study undertaken to introduce a new product in the market. The company was planning to introduce Cerenity, a toilet seat sanitizer for women who frequently use shared restrooms. The case discusses the conclusive study undertaken involving quantitative marketing research. The research team carried out quantitative survey and collected the data. It applied various quantitative research methods such as factor analysis, multiple regression, cluster analysis and conjoint analysis for analysis the collected and drawing managerial inferences.

63. MAR0476 - GE in India: Changing Healthcare

Malodia, Suresh; Jaiswal, Anand Kumar

Publication Year: 2016

No. of Pages: 26

GE Healthcare was on a continuous lookout for investing into new and innovative super value products for the Bottom of the Pyramid markets in India. After launching its first successful super value ECG machine Mac 400, GE had recently launched its twenty-fifth super value product a PET CT machine. Serving the BOP markets has its own unique challenges that may be different for each product that is placed in the market. However, GE has so far successfully sailed through all the challenges and developed a steep learning curve about BOP markets. However, it is now facing the challenge of ensuring sustainability of product pipeline. The company is also keen to exploit the opportunities for reverse innovation that super value products have provided. The company also wants to assess the disruptive impact of these products in domestic medical device markets as well as markets outside India.

64. MAR0485 - Tradition & Taste: Exploring Consumer's Changing Attitude

*Das, Gopal; Abhishek;
Varshneya, Geetika*

Publication Year: 2016

No. of Pages: 26

This case depicts a managerial problem faced by Tradition and Trust, a traditional sweet and snack manufacturer, which is 100 year old family business manufacturing, retailing and exporting rewri, gajjak, sweets, namkeens and other confectionery products. Like other traditional sweet and snack manufactures, they are facing the challenge of consumers' shift towards 'healthy snacking'. Moreover, brands like Haldiram's and Bikanerwala are posing a tough competition to the traditional sweet manufacturing brands. In recent years, the brand has witnessed a decline in sales. In view of the challenges posed to brand, it wants to understand the various factors influencing decline of sales and ways to redesign the strategy for sustaining its current position in the market. The case is written to illustrate how six fundamental steps of conducting a marketing research can be used to address a given managerial problem.

65. MAR0493(C)* - MakeMyTrip: 2013(C): Redesigning the Home Page

Jain, Abhinandan

Publication Year: 2017

No. of Pages: 19

Chief executive and CEO along with the website redesign team of MMT Group was to discuss the results of the research conducted by the team and decide the best option for new home page of MMT. The case provides a brief history of MMT, its performance over the last few years, the project undertaken to redesign the home page and the results of testing the four options for the purpose. Brief details of the following are also provided: need for redesigning the home page, the purposes of the web site, the decision areas identified on the basis of pre research studies, the parameters to be used for deciding the best home page design, the options generated for testing, and the research design used for testing the options (including the tools used for tracking the parameters).

**This case is a part of a series, for referring Part (A), & (B) please visit cases.iima.ac.in*

Organizational Behaviour

66. OB0193 - Nitish @ Solutions Unlimited

Vohra, Neharika

Publication Year: 2001

No. of Pages: 13

Nitish at Solutions Unlimited is a case about a young MBA graduate who changed his job to an organization at the recommendation of his friend and his spouse who also worked in the HR Department. The initial decisions taken by Meena came to the notice of the senior people in the organization and were perceived as incorrect. The negotiations with Nitish following the initial mistakes and intervention by the Head of Marketing, Mr Kapoor, lead to hurting the self-image of Meena, the senior most person in the HR Department. Meena and Nitish were unable to then reconcile the differences among them and things continued to go downhill from there for Nitish. The newness of the organization, the lack of key personnel at top positions, the adhocacy of organizational procedures, the complex play of interpersonal relationships, and clash of personalities all lead to a situation where Nitish felt that he was caught in a downward spiral.

67. OB0195 - Canto Systems Limited

Gupta, Parvinder

Publication Year: 2003

No. of Pages: 13

Canto Systems Limited (CSL), a Canto Group company was a leading international Information Technology organization headquartered in Mumbai. It had four operating divisions and five non-operating or support divisions. Software Development Division (SDD), the largest operating division of CSL, had a Business Unit (BU) structure since its inception. The new Managing Director of CSL, who came from another Canto Group company, realized a need to introduce certain changes in CSL. In 1996-97, certain changes in the SDD were made. The SDD was merged with Information Services and India Marketing to form the Customer Solution Division (CSD). The BU structure of CSD (earlier known as SDD) was changed to the matrix structure. The case describes how the change was planned, implemented, and experienced in CSL. It also highlights the role of top management in the changes process.

68. OB0200 - Dr. Shekhawat

*Goel, Abhishek;
Vohra, Neharika*

Publication Year: 2007

No. of Pages: 18

A commonplace issue in organizations is handling larger than life leaders. These leaders often have larger than life status in their field and the organization usually gets overwhelmed with the presence of such leaders. Sometimes narcissism in

leaders potentially hurts the organization in the long run. This case highlights a brilliant charismatic leader in a healthcare institution who unknowingly becomes a bottleneck in growth of its people and the organization. The case presents qualitative and quantitative data about perception of the leader by his teammates. The issues on leadership, organizational culture, and people management presented in this case are relevant across industries and organizations.

69. OB0207 - Firm and Fair

Bhatnagar, Deepti

Publication Year: 2011

No. of Pages: 2

The case deals with leadership challenges faced by the manager of a medium-sized branch of a bank. The manager is enthusiastic about enforcing discipline in his branch by applying principles he has learned in an executive development programme. Different responses by different subordinates force the manager to reflect on his leadership style. The case can be used in conjunction with the case, Work and Friendship, OBO208.

70. OB0208 - Work and Friendship

Bhatnagar, Deepti

Publication Year: 2011

No. of Pages: 2

The case describes a situation in which a people-oriented manager is surprised by the unexpected reaction of his team members to his work-related demands. The reluctance of his team members to cooperate during a particularly busy time prompts the manager to revisit some of his assumptions and examine the appropriateness of his leadership style in the given situation. The case can be used in conjunction with the case Firm and Fair, OBO207.

71. OB0209* - Managing Talent at Lupin Limited

Kirti Sharda

Publication Year: 2011

No. of Pages: 21

Lupin, a transnational pharmaceutical company, had put in place a talent management process to ensure achievement of its ambitious organisational goals. The company emerged successful in creating acceptance for talent management in the organisation. But a few challenges persisted, most critical of them being: how do you manage talent in a high-growth industry that is insular and domain-focused, without jeopardising the relationship-oriented culture and hierarchical structure of the organisation? The case encourages participants to think about the issues faced by Lupin in the design and implementation of its talent management goals and possible action plans to meet these challenges.

**This case is a part of a series, for referring OBO209 (B) please visit cases.iima.ac.in*

72. OB0216(A) - Ramesh and Gargi (A)

*Vohra, Neharika;
Patnaik, Snigdha*

Publication Year: 2014

No. of Pages: 4

This case describes the deterioration of relationship between three people. The protagonist of the case feels that he is being eased out of the company and being replaced by a young very competent woman employee. Part A of the case leaves the protagonist confused and unhappy. It is unclear whether the protagonist is going to stay or go.

73. OB0216(B) - Ramesh and Gargi (B)

*Vohra, Neharika;
Patnaik, Snigdha*

Publication Year: 2014

No. of Pages: 1

Part B of the case reveals that there were no plans to replace the protagonist. The losses for the individual and the organization were unnecessary.

74. OB0218 - CSIR-Tech Private Ltd: Facilitating Lab to Market Journey

*Gupta, Vishal;
Premapuri, Priyanka*

Publication Year: 2015

No. of Pages: 22

The 'CSIR-Tech: Facilitating lab to market journeys' case is designed to teach students the strategic intricacies of an organizational network. The case also throws light on the formation and design of a collaborative inter-organizational network. CSIR, a premier R&D organization in India, was plagued with challenges in the commercialization of technologies developed in its constituent laboratories. CSIR-Tech was established as a private-limited company to catalyse the technology development and commercialization process. The case analyses formation of CSIR-CSIR-Tech alliance and discusses how the alliance can help in overcoming challenges associated with commercialization of technologies being developed at CSIR.

Personnel & Industrial Relations

75. P&IR0195 - Manager: 'We are Katti with You? : A narrative about union-management conflict at Precision Parts Limited

Varkkey, Biju

Publication Year: 2005

No. of Pages: 12

Precision Parts Limited was a successful company with model IR situation. With change in union leadership and the managers, the union management dynamics underwent change. The statement is presented for managerial decision making.

76. P&IR0204 - Winning Hearts and Minds of Workers and the Trade Union: PepsiCo Acquires Duke & Sons Ltd, India

Varkkey, Biju; Mehta, Khushi

Publication Year: 2008

No. of Pages: 36

PepsiCo's takeover of Duke & Sons Ltd. gave the company extra growth and a competitive edge that it was looking for to enter and compete with its other rivals in the food and beverage industry in India. The company faced enormous challenges during the transition period and it took almost a decade to successfully complete the integration process. Many of these challenges were manifested in values, attitudes, and behaviours which were rooted in Duke & Sons' traditional cultural baggage. The case reports changes to employee relations, systems and policies during the takeover process between the two contrasting business environments; one being a traditional family owned company functioning in a highly unionised environment and another, an MNC representing global performance standards. The case highlights the issues that arise when contemporary transformational initiatives clash with traditional and rigid culture.

77. P&IR0207 - Launching a new DCF Branch at Aviva Life Insurance Co India

Varkkey, Biju; Joy, Roshni

Publication Year: 2009

No. of Pages: 22

The Indian Insurance Industry is facing tough times not only in the business front but also in attracting and retaining talent in the sales function. Aviva India had re-entered the Indian life insurance market in 1995, but started business operations a few years later. In addition to the bank assurance business where the parent company Aviva Plc is a market leader, the Direct Sales Force (DSF) branches were integral to the Indian growth strategy. Aviva's growth strategy is to expand

its operations by increasing the number of branches across the country, and also increasing the productivity of DSF. The branches are staffed by employees who are employed by Aviva India and the FPAs (conventionally referred to as agents) who work on commission basis and report to Sales Managers. The HR challenges in the DSF channel are in terms of attracting, developing, motivating, and retaining people in the DSF channel. In the highly competitive market, where employee and FPA poaching is intense, the company faces difficulty in attracting and retaining the sales force. Recruitment and retention of Branch and Sales Managers are critical as they are responsible for managing and training the FPAs. The Sales Heads realize that the FPAs are at the core of insurance sales and hence require more attention. The case discusses about the new branch launch strategy and the role of managers and FPAs in ensuring success and growth.

78. P&IR0208 - Branded with Allegations: Labour Rights Violation in the Supply Chain

Varkkey, Biju;

Publication Year: 2010

No. of Pages: 4

Majumder, Mrinmoy

A garment manufacturing company located at Gurgaon, Haryana associated with Marks and Spencer (M&S), a large retailer was in the news when The Observer of London exposed the near sweatshop conditions existing in Indian factories. The company and the retailer were accused of violating Ethical Trading Initiatives (ETI) and Indian Labour Laws, in spite of explicit commitments to respect decent work conditions across the supply chain. A few days later, factory workers backed by the trade union, Garment and Allied Workers Union (GAWU) launched a protest, claiming excessive working hours, job insecurity and denial of minimum wages. Soon, the sweatshop conditions got highlighted in the national and international media, forcing M&S to act. The workers' union alleged that the protesters had been manhandled and one worker had been abducted, and was later found by the police. The case discusses how ethical and decent work practices are implemented across the global supply chain, particularly in the retail sector.

79. P&IR0210 - Social Networking during Office Hours

Varkkey, Biju

Publication Year: 2012

No. of Pages: 6

Minu was a star performer at Bless Eye Clinic Ahmedabad and was promoted as the front-office coordinator. Lately her performance was a concern and complaints had come in. She was observed using facebook on her PC during breaks and often glued to her smart phone during work hours. Later it was known that not only Minu,

but other employees were also using social media during work hours. The case discusses different options to deal with such a situation and stresses on the need to build a robust yet flexible framework that discourages misuse and at the same time channelizes the gain toward organization's benefit.

80. P&IR0229 - Mr. Mehta's Dilemma: A Case of Performance Appraisal Politics

Chandwani, Rajesh; Varkkey, Biju
No. of Pages: 4

Publication Year: 2015

The case describes the dilemma of Mr Mehta, Regional Head HR of AXZ, a large IT company in India. Mr Mehta had received an appeal from an employee Mr Rajesh Kumar who alleged that he was wrongly appraised by his manager Mr Yogesh Desai. Both Desai and Kumar have presented their perspectives to Mr Mehta. While Mr Mehta understands Mr Desai's challenges in performance appraisal process, he also is concerned about Rajesh, who is a talented employee with rare skill sets. Apart from the case specific issues related to the two employees, Mr Mehta is also concerned about the problems arising from the current performance appraisal system, especially after AXZ acquired UTVC, which had a very different performance appraisal system. The case also provides an opportunity to discuss the challenges associated with bell curve implementation and discrimination in performance appraisal processes in organizations.

Production Management

81. PROD0221 - Karnataka Engineering Company Limited

Raghuram, G; Mathew, Dilip *Publication Year: 1992* *No. of Pages: 10*

This is a case about the primary decisions that were needed to be made in the nationwide distribution of scooters and mopeds manufactured at a plant in Karnataka. The manufacturer had to decide the states in which branches should be located, the best locations in each state, and what the shipment size and frequency should be.

82. PROD0249 - ERP Implementation at BPCL

Teltumbde, Anand;

Publication Year: 2002

No. of Pages: 24

Tripathy, Arabinda; Sahu, Amiya K

The case deals with implementation of ERP. The organization initiated some innovative approaches to make the implementation successful and acceptable to the whole organization.

83. PROD0265 - Enercon India: Project Planning

Mukherjee, Saral; Raghuram, G

Publication Year: 2004

No. of Pages: 32

Enercon India Limited (EIL) is involved in setting up Wind Energy Converters (WECs) in several states of India. EIL offers customers a hassle free investment opportunity in the wind energy business through its “from concept to commissioning and beyond” strategy. In the backdrop of impressive growth, EIL is facing difficulties in meeting customer due dates. This case focuses on a troublesome situation as seen from the viewpoint of Mr. Prithwiraj Rathore, Team Leader (Erection and Commissioning) of Nawapur project, EIL. Besides possible financial losses, even the credibility of EIL is at stake and it is upon him to save the situation by taking the right decisions. The case covers project planning and execution activities at EIL and examines to what extent project planning is critical to the success of EIL. It also provides a background of the wind energy business in India and underscores the importance of delivery reliability in shaping the competitiveness of EIL. The progress of work at a particular project site is tracked and the importance of asset acquisition and outsourcing decisions is highlighted.

84. PROD0280(A)* - Reinventing Project Management at Tata Steel (A): Implementation of Cold Rolling Mill (CRM)

Tripathy, Arabinda;

Publication Year: 2004

No. of Pages: 13

Seshadri, D V R

The case series deals with the successful initiation of Tata Steel in various fields. This resulted in Tata Steel becoming lowest cost steel producer in the world. The case series documents the various initiations.

**This case is a part of a series, for referring Part (B) please visit cases.iima.ac.in*

85. PROD0306 - The CAT Project

Barua, Samir K

Publication Year: 2015

No. of Pages: 2

The Case provides an opportunity to students to learn about the basic concepts in Project Management using a situation that can be easily understood by all. The case

provides the instructor an opportunity to demonstrate to the students as to how precedence relationships are to be generated from assertions made about a project by the project in-charge – a feature that is generally missing in most cases on the subject. The case also provides an opportunity to develop a Linear Programming (LP) model for the project. The teaching note accompanying the case provides a simple, innovative LP formulation and outlines as to how it can be used to identify the critical path and the critical activities. The case can be taught in one session (if LP formulation is not covered). Else, it is suitable for two sessions. The model can be developed and solved in class in the second session.

86. PROD0311 - Oil India Limited: Installation of Central Gas Gathering Station at Madhuban

Dutta, Goutam

Publication Year: 2016

No. of Pages: 38

This case deals with several types of uncertainties faced by project team in an oil company north east in India. These challenges and uncertainties are in the areas drawing approval, supply chain, critical equipment availability, soil type, control room, soil type, employee availability, environmental clearances, safety and wildlife clearances. This project demonstrates the ownership issues, why it is difficult to complete a project on time in the Northeast of India or why public sector project gets delayed.

Public Systems Group

87. PSG0102(A) - Airport Privatization: Bidding for Delhi and Mumbai (A)

*Jain, Rekha; Raghuram, G;
Gangwar, Rachna*

Publication Year: 2007

No. of Pages: 48

Modernization of the Delhi and Mumbai airports had been considered as early as 1996 by the Airports Authority of India (AAI). In June 2003, the AAI board approved a modernization proposal. The two airports accounted for 47 per cent of the passenger traffic, 58 per cent of cargo traffic and 38 per cent of aircraft movement in 2003-04. They generated one-third of all revenues earned by the AAI. Both Delhi and Mumbai airports handled twice as many aircraft movements as they were originally designed for, resulting in congestion for both aircraft and passengers. The set of Cases (A - E) focuses on the bidding process in their privatization. The process began in May 2004 with an original completion date of September 2004. However, for a variety

of causes, the process got delayed and the bids were finally received by September 2005. The evaluation process of the bids was questioned at various levels. There were many reviews with inputs from experts. A decision was about to be made in January 2006 by the Empowered Group of Ministers (EGoM) on how to carry this bidding process forward. This case focuses on EGoM's decision. Cases B - E focus on the choice by the winning bidder, the reaction of a losing bidder, the courts' decision, and the actual judgment by the court.

88. PSG0102(B) - Airport Privatization: Bidding for Delhi and Mumbai (B)

*Jain, Rekha; Raghuram, G; Publication Year: 2007 No. of Pages: 16
Gangwar, Rachna*

Modernization of the Delhi and Mumbai airports had been considered as early as 1996 by the Airports Authority of India (AAI). In June 2003, the AAI board approved a modernization proposal. The two airports accounted for 47 per cent of the passenger traffic, 58 per cent of cargo traffic and 38 per cent of aircraft movement in 2003-04. They generated one-third of all revenues earned by the AAI. Both Delhi and Mumbai airports handled twice as many aircraft movements as they were originally designed for, resulting in congestion for both aircraft and passengers. The set of Cases (A - E) focuses on the bidding process in their privatization. The process began in May 2004 with an original completion date of September 2004. However, for a variety of causes, the process got delayed and the bids were finally received by September 2005. The evaluation process of the bids was questioned at various levels. There were many reviews with inputs from experts. A decision was about to be made in January 2006 by the Empowered Group of Ministers (EGoM) on how to carry this bidding process forward. This case focuses on EGoM's decision. Cases B - E focus on the choice by the winning bidder, the reaction of a losing bidder, the courts' decision, and the actual judgment by the court.

89. PSG0102(C) - Airport Privatization: Bidding for Delhi and Mumbai (C)

*Jain, Rekha; Raghuram, G; Publication Year: 2007 No. of Pages: 1
Gangwar, Rachna*

Modernization of the Delhi and Mumbai airports had been considered as early as 1996 by the Airports Authority of India (AAI). In June 2003, the AAI board approved a modernization proposal. The two airports accounted for 47 per cent of the passenger traffic, 58 per cent of cargo traffic and 38 per cent of aircraft movement in 2003-04. They generated one-third of all revenues earned by the AAI. Both Delhi and Mumbai

airports handled twice as many aircraft movements as they were originally designed for, resulting in congestion for both aircraft and passengers. The set of Cases (A - E) focuses on the bidding process in their privatization. The process began in May 2004 with an original completion date of September 2004. However, for a variety of causes, the process got delayed and the bids were finally received by September 2005. The evaluation process of the bids was questioned at various levels. There were many reviews with inputs from experts. A decision was about to be made in January 2006 by the Empowered Group of Ministers (EGoM) on how to carry this bidding process forward. This case focuses on EGoM's decision. Cases B - E focus on the choice by the winning bidder, the reaction of a losing bidder, the courts' decision, and the actual judgment by the court.

90. PSG0102(D)- Airport Privatization: Bidding for Delhi and Mumbai (D)

*Jain, Rekha; Raghuram, G;
Gangwar, Rachna*

Publication Year: 2007

No. of Pages: 3

Modernization of the Delhi and Mumbai airports had been considered as early as 1996 by the Airports Authority of India (AAI). In June 2003, the AAI board approved a modernization proposal. The two airports accounted for 47 per cent of the passenger traffic, 58 per cent of cargo traffic and 38 per cent of aircraft movement in 2003-04. They generated one-third of all revenues earned by the AAI. Both Delhi and Mumbai airports handled twice as many aircraft movements as they were originally designed for, resulting in congestion for both aircraft and passengers. The set of Cases (A - E) focuses on the bidding process in their privatization. The process began in May 2004 with an original completion date of September 2004. However, for a variety of causes, the process got delayed and the bids were finally received by September 2005. The evaluation process of the bids was questioned at various levels. There were many reviews with inputs from experts. A decision was about to be made in January 2006 by the Empowered Group of Ministers (EGoM) on how to carry this bidding process forward. This case focuses on EGoM's decision. Cases B - E focus on the choice by the winning bidder, the reaction of a losing bidder, the courts' decision, and the actual judgment by the court.

91. PSG0102(E) - Airport Privatization: Bidding for Delhi and Mumbai (E)

Jain, Rekha; Raghuram, G; Gangwar, Rachna *Publication Year: 2007* *No. of Pages: 5*

Modernization of the Delhi and Mumbai airports had been considered as early as 1996 by the Airports Authority of India (AAI). In June 2003, the AAI board approved a modernization proposal. The two airports accounted for 47 per cent of the passenger traffic, 58 per cent of cargo traffic and 38 per cent of aircraft movement in 2003-04. They generated one-third of all revenues earned by the AAI. Both Delhi and Mumbai airports handled twice as many aircraft movements as they were originally designed for, resulting in congestion for both aircraft and passengers. The set of Cases (A - E) focuses on the bidding process in their privatization. The process began in May 2004 with an original completion date of September 2004. However, for a variety of causes, the process got delayed and the bids were finally received by September 2005. The evaluation process of the bids was questioned at various levels. There were many reviews with inputs from experts. A decision was about to be made in January 2006 by the Empowered Group of Ministers (EGoM) on how to carry this bidding process forward. This case focuses on EGoM's decision. Cases B - E focus on the choice by the winning bidder, the reaction of a losing bidder, the courts' decision, and the actual judgment by the court.

92. PSG0114 (A)* - Adani Power Limited (A): Renegotiating Long-Term Electricity Contracts

Pandey, Ajay *Publication Year: 2014* *No. of Pages: 20*

Adani Power Limited (A) is the first case in a series of cases on the attempts by the firm to wriggle out of negative consequences of long-term fixed price power purchase agreements it had entered into. The firm wanted to terminate the agreement on the ground that its bid was based on coal allocation by another Government owned entity. This case describes as to how the firm was unable to get the contract terminated due to regulatory interventions. The case also raises public policy issues including the robustness of guidelines for procurement of power.

**This case is a part of a series, for referring Part (C) please visit cases.iima.ac.in*

93. PSG0114 (B)* - Adani Power Limited (B): Renegotiating Long-Term Electricity Contracts

Pandey, Ajay

Publication Year: 2014

No. of Pages: 21

Adani Power Limited (B) is the second case in a series of cases on the attempts by the firm to wriggle out of the negative consequences of the long-term fixed price power purchase agreements it had entered into. Changes in Indonesian regulations for coal exported from Indonesia created serious financial problems for the firm. This case describes how the firm was able to get relief from the regulator and raises public policy issues including the robustness of guidelines for procurement of power and the regulatory framework.

**This case is a part of a series, for referring Part (C) please visit cases.iima.ac.in*

Quantitative Methods

94. QM0003(A) - Moti and Heera (Private) Limited (A)

Haynes, Warren W

Publication Year: 1965

No. of Pages: 5

This case deals with allocation of expenses into various types of costs for determining the results of various offices and products.

95. QM0003(B) - Moti and Heera (Private) Limited (B)

Haynes, Warren W

Publication Year: 1965

No. of Pages: 9

This case deals with relevant costs.

96. QM0008(A)* - Kamdhenu Dairy (A)

Desai, D K; Mote, V L

Publication Year: 1964

No. of Pages: 10

The case deals with alternatives for processing milk and focuses on the use of the linear programming technique for profit maximization and product-mix.

**This case is a part of a series, for referring Part (B) please visit cases.iima.ac.in*

97. QM0151 - Planning the Product Mix at Panchatantra Corporation

Patel, Nitin R; Anantaram, B *Publication Year: 1980* *No. of Pages: 3*

This case is intended to introduce the relevance of linear programming models to short-term production decisions in the handloom sector. It also facilitates discussion of objectives that may be in conflict, such as employment maximization and profit maximization.

98. QM0195 - Dharwar Drilling Society

Mote, V L; Malya, M Meenakshi *Publication Year: 1984* *No. of Pages: 3*

The case describes a problem faced by the President of Dharwar Drilling Society. In areas around Dharwar irrigation is essential for increasing agricultural production. The way to get water is through drilling. However, the well drilled may be dry, hence the farmers are reluctant to take a chance. The President is considering a proposal to share the risk of not striking water after spending money on drilling.

99. QM0234 - Food Corporation of India, Andhra Pradesh

Raghuram, G *Publication Year: 1993* *No. of Pages: 4*

This case examines the monthly allocation decision between procurement centres and depots for the intra-state movement of rice in Andhra Pradesh. The decision is complicated by the presence of three types of rice and change of gauge points on the railway.

Ravi J. Matthai Centre for Educational Innovation

100. RJMC0002(A)* - Chandrabala Modi Academy, Ankleshwar (A)

Dixit, M R; Sharma, Rajeev *Publication Year: 1995* *No. of Pages: 4*

The case presents the dilemma of Mr. Bhattacharya, the principal of Chandrabala Modi Academy, a three year old co-educational school, having classes up to grade VIII, located in the city of Ankleshwar in the industrial belt of Western India, in responding to a request made by a senior official of the Police Department and President of Rotary Club. He was informed by them that the menace of drug abuse

in the city was increasing and how the children of the school might get affected. They had explored the possibility of the school initiating a campaign to educate the local community and the school children, against drugs. Mr. Bhattacharya wondered if the school could organise an activity that engaged the children in swimming across the river Narmada. This could draw the attention of the local community towards the issue. Such an event might also infuse a spirit of adventure among the children and build a positive image for the school. However, crossing the river involved considerable risk as children's lives could be at stake. Police authorities and the Rotary club had offered to support the event. However the consent of the school management, and of the parents whose children would be participating in the river crossing, needed to be taken.

**This case is a part of a series, for referring Part (B) please visit cases.iima.ac.in*



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