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Cases from IIMA: A Compendium of 100 Abstracts

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INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

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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 bouquet of abstracts of one hundred of its most popular cases. The Case Centre holds nearly 3800 cases, written by generations of faculty members of the Indian Institute of Management, Ahmedabad, over a period of nearly five decades. These cases are an important component of the learning and learner centred pedagogy that IIMA is known for, the Case Method. Even 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. In short, the real-life experiences that the case accounts represent, effectively bring the ‘field’ into the classroom. Though the method was developed by the Harvard Law and Business Schools in the early years of the twentieth century, IIMA is recognized as a pioneer in adapting the method to the Indian context. The Institute’s role in popularizing the method, through the case writing and teaching workshops it has conducted over the years, its Faculty Development Programme, and its case collection, is also well recognized.

As IIMA built up its collection of cases, a “Case Unit” developed at the Institute. This entity maintained the cases that the faculty wrote and managed their use in the various programmes of the Institute. However, with the Case Method becoming popular and the demands on the Case Unit increasing, 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, making available small grants to case writers, and making the 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 management institutes, educators and corporate trainers. In addition to cases, the Case Centre has a collection of technical notes and exercises. The Case Centre has recently 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. It has collaborated with Harvard Business

Publishing to offer the Case Method Teaching Seminar (CMTS) in India—at Ahmedabad, Hyderabad and Mumbai. 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 the outlet for IIMA cases, technical notes and exercises. The cases are classified according to the disciplines they deal with: 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

Registration No.: **BP0268(A)**

Type: **Case**

Pages: **6**

Registration Year: **2001**

Authors: **Dixit, M R;**
Dixit, Vandana

Kanpur Confectioneries Private Limited (A)

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 APLs manufacturing expertise. The disadvantages are a possible loss of independence in decision making, dilution of company's own brand, and family prestige.

Registration No.: **BP0268(B)**

Type: **Case**

Pages: **8**

Registration Year: **2001**

Authors: **Dixit, M R;**
Dixit, Vandana

Kanpur Confectioneries Private Limited (B)

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.

Registration No.: **BP0299**

Type: **Case**

Pages: **32**

Registration Year: **2003**

Authors: **Manikutty, S;
Vohra, Neharika**

Aravind Eye Care System: Giving Them the Most Precious Gift

The case describes the vision of Dr. Venkataswamy, the founder of Aravind Eye Hospital at Madurai, Tamil Nadu, 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. One ability of the hospitals to perform free surgeries to the extent of 60 percent, yet keep the prices highly affordable is highlighted, and the probable reasons embedded in the case. One structure and systems are described in details. One case ends with the future direction and the actions needed to take the hospital further and fulfill Dr. Venkataswamy's vision of "total elimination of needless blindness in India".

Registration No.: **BP0328**

Type: **Case**

Pages: **29**

Registration Year: **2009**

Authors: **Angur, Madhukar;
Manikutty, S;
Prasad Nukala**

Cognizant: Preparing for a Global Footprint

The case describes the challenges in growth faced by a New Jersey-based software company, Cognizant. The company has its Indian office at Bangalore, and operations in many countries. Its growth rate is around 50 per cent per annum. The case looks at different options facing the company in managing this growth in terms of its products, markets, HR, and finances.

Registration No.: **BP0333**

Type: **Case**

Pages: **30**

Registration Year: **2010**

Authors: **Manikutty, S**

One Mission, Multiples Roads: Arvind eye care System in 2009

This case, "One Mission, Multiple Roads: Aravind Eyecare System in 2009" is a sequel to the earlier case, "Aravind Eyecare System: Giving Them the Most Precious Gift" (BP 0299). It describes the new challenges facing AECS in 2009. It presents the strategic choices facing a mission driven organization like AECS. For its future growth it had the option of several paths. Following any of these paths would not dilute its mission and yet it could not pursue all of them at the same time. It would have to prioritize them. The case encourages participants to develop criteria for this prioritization.

Registration No.: **BP0334**

Type: **Case**

Pages: **10**

Registration Year: **2010**

Authors: **Agarwal, Anurag K**

The Pomegranate Story

This is a fictitious story which helps to understand different branches of intellectual property rights – patents, copyrights, trademarks, designs, Geographical Indications, and trade secrets. Himanshu starts out on a business by himself and realizes the challenges involved. It is now in his hands to build his business, tackle competition, and protect his intellectual property. The case has been inspired by several decisions of Indian courts as well as other courts, particularly the American Supreme Court. It highlights the importance of intellectual property rights for businesses and how astute business persons can make use of it to advance their business interests. It also brings out the importance of a proper legal environment for protection of such rights.

Registration No.: **BP0338**

Type: **Case**

Pages: **7**

Registration Year: **2011**

Authors: **Agarwal, Anurag K**

BAJAJ - TVS Patent Dispute

The case discusses the legal journey of the Bajaj – TVS patent dispute from the Madras High Court to the Supreme Court and back to the Madras High Court. Almost four years have passed, yet the final verdict is nowhere in sight. The Supreme Court has recommended a period of four months for such cases to be finally decided. In such instances, the warring parties either settle it out of court or adopt other means to do business. The value of patent is undermined if the patentee has to fight so much for its protection.

Registration No.: **BP0339**

Type: **Case**

Pages: **18**

Registration Year: **2011**

Authors: **Manikutty, S**

Arihant Retail, Chennai

The case deals with Arihant Retail, a family business firm located at Chennai in Tamil Nadu, India. It is a small scale firm, with a turnover of `340 million in 2009-10. Mr. Vishal Surana, the young Chief Executive of Arihant, dreams of making this into a `3 billion store by 2015. He has a concept named “Hot Male”, a chain of stores stocking trendy fashionwear targeted at the “funky” young generation belonging to the SEC (Socio Economic Classification) “B” group. He is excited about it, and thinks he can build a whole new concept and grow based mainly on these “Hot Male” stores. Being a family firm, however, he has to take into consideration the views of his family members (they do not seem to interfere in any way) and family friends

of long standing, who have their own views. The case outlines the broad options available to Vishal taking into account the business logic, the family logic, and the top management aspirations.

Registration No.: **BP0342**

Type: **Case**

Pages: **5**

Registration Year: **2011**

Authors: **Agarwal, Anurag K**

ONGC – SUMITOMO: Avoidable Long Legal Battle

ONGC vs. Sumitomo – Supreme Court of India, 28 July, 2010 – is an example of a dispute in an international contract, with an arbitration clause, which could have been avoided. Ironically, it took almost two decades to be finally decided. The purpose of this case is to make the readers think about dispute avoidance vis-à-vis dispute resolution. The case presents the most relevant aspects of the judgment in simple language, devoid of legal jargon. A number of questions have been suggested towards the end.

Registration No.: **BP0346**

Type: **Case**

Pages: **11**

Registration Year: **2012**

Authors: **Agarwal, Anurag K**

Vodafone: Heads I Win, Tails You Lose

The case relates to Vodafone entering the Indian telecom business. The tax department demanded a heavy sum to be paid. Vodafone denied the liability. The dispute was finally decided by the Supreme Court of India in Vodafone's favour. The government of India did not concede defeat and amended the taxation law retrospectively so that Vodafone's legal victory would convert into a political and business defeat.

Registration No.: **BP0350**

Type: **Case**

Pages: **8**

Registration Year: **2012**

Authors: **Agarwal, Anurag K**

GMR in Maldives: Babe in the Woods?

The case deals with sovereignty and issues related to doing business in a foreign land. It highlights aspects of taking political risk for granted and factoring in or not factoring in the legal environment, which includes the rule of law and independence of judiciary, in a particular jurisdiction. The case brings forth the idea of agreeing to the jurisdiction of a neutral country, and how efficacious it may be. The top management is expected to anticipate political and legal changes, and must be prepared to face the worst.

Registration No.: **BP0356**

Type: **Case**

Pages: **17**

Registration Year: **2013**

Authors: **Dixit, M R**

Tata Sons Limited - 2010

This case provides an opportunity to develop criteria for the selection of a leader who would lead a well established conglomerate. It provides details about the initiatives of the predecessors, the changing environment of businesses, internal concerns and the challenges before the new leader. A list of the contenders for the top position in Tata Sons Ltd is given to facilitate evaluation. The participants are required to review the strategy and functioning of Tata Sons Ltd and develop their criteria for selection.

Registration No.: **BP0362**

Type: **Case**

Pages: **6**

Registration Year: **2013**

Authors: **Dixit, M R;
Karthik, D**

Proctor & Gamble v/s Colgate - 2003: An Exercise in Competitive Dynamics

This exercise describes the competitive dynamics situation faced by two large companies, Colgate – Palmolive and Proctor and Gamble in oral care business. Both of them introduced a tooth whitening solutions and anticipated to sustain their competitive lead. P&G introduced its solution in August 2000 and Colgate followed it in September 2002. This was followed by another introduction by Colgate April 2003. The intensified the competitive battle between the two companies. The participants are required to get into the shoes of either Colgate or P&G to think through a competitive strategy. The case provides information on the estimated demand for tooth whitening solutions, gains and losses of the two companies, R&D expenditure, players in the oral hygiene market and legal framework for complaining to facilitate the analysis of the situation and decision making by the participants. The case can be used in modules on competitive strategy, innovation, and economics of strategy.

Registration No.: **BP0368**

Type: **Case**

Pages: **26**

Registration Year: **2014**

Authors: **Karthik, D;
Upadhyayula, Rajesh
S.**

NASSCOM: Is it time to retrospect and reinvent

The case traces the genesis of NASSCOM and presents a decision situation faced by the new president who has to formulate a road map in the light of changed circumstances. NASSCOM has been an exemplary trade association. However, it faces challenges that can jeopardize the future if the industry.

While the challenges do not have short term effect on the growing Indian IT-BPO industry, as the active industry ally NASSCOM's new leader has to ensure long term success of IT-BPO industry. The case can be best used to understand the IT industry dynamics through the eyes of an exemplary trade body and also understand how a trade association in emerging economies can play an important role to fill institutional voids.

Registration No.: **BP0370**

Type: **Case**

Pages: **11**

Registration Year: **2014**

Authors: **Agarwal, Anurag K.**

Sahara, SEBI and SC Saga

The case deals with the Supreme Court's decision of August 31, 2012, ordering Sahara to refund Rs. 24,000 crores and interest to SEBI, so as to refund to the real investors. Despite unambiguous orders, Sahara did not comply fully and kept on prolonging the matter using number of pretexts, ultimately resulting in Roy's arrest. The case has been primarily written for easy understanding of facts, principles of corporate governance, and further developments, as mentioned in judgment, which runs into hundreds of pages. It depicts the legal journey of the fight between a company and the financial regulator in the country.

Registration No.: **BP0375**

Type: **Case**

Pages: **57**

Registration Year: **2014**

Authors: **Dixit, M.R.**

Amul - 2014

This case describes the challenges faced by Amul in organising dairy farmers into a co-operative and creating continuous opportunities for value addition. Participants in the case discussion are required to review the developments in the organisation and recommend a strategy for the future.

Registration No.: **BP0376**

Type: **Case**

Pages: **14**

Registration Year: **2014**

Authors: **Sharma, Sunil;
Srinivasa, Addepalli**

ABC Search for the Pied Piper of Consultant

The case provides rich description of an actual decision making situation related to selection of a consulting company. An Indian company a US based manufacturer of Widgets with intent to capture 20% market share in India. When in-house efforts didn't yield quick results, the company decided to explore the option of hiring a consulting firm to develop a growth strategy. Various stakeholders were involved in the actual decision making which was seen as a trade-off between expertise and price.

Registration No.: **BP0379**

Type: **Case**

Pages: **12**

Registration Year: **2014**

Authors: **Agarwal, Anurag K**

Enercon India v. Enercon GmbH: Concluded Contract, Arbitration and Intellectual Property

The case deals with the issues of technology transfer and protection of intellectual property in an international contract, with the International commercial arbitration as the dispute resolution method. The case highlights the distrust between parties when they do not want to continue doing business together and the use of legal technicalities to delay the matter from settling and utter confusion due to international nature of contract, multiple court proceedings in different countries and even questioning the status of the contract – whether a concluded contract or not.

Registration No.: **BP0385**

Type: **Case**

Pages: **10**

Registration Year: **2015**

Authors: **Dixit, M.R.**

Mayaderm

This case describes the journey of a Doctor from curiosity to product formulation to enterprise promotion and presents the problems faced by him in succeeding commercially. The innovator perceives the innovation to be a medical success and a commercial non starter. The case provides an opportunity to evaluate the efforts of Dr. Shah and propose a strategy for the future.

Center for Retailing

Registration No.: **CFR0003**

Type: **Case**

Pages: **19**

Registration Year: **2009**

Authors: **Sinha, Piyush Kumar;
Abhishek**

Unnati Stores - Punjab

Progressive Corporation has opened a chain of 40 rural retail stores spread in the states of Punjab, Haryana, Gujarat, Maharashtra, Andhra Pradesh, Tamil Nadu, West Bengal, and Orissa. The chain has been created in a mother-daughter format. These stores sell consumer as well as agri-products. A hub-and-spoke distribution network has been set up. The company has met with good acceptance among the farmer consumers including women and is now assessing its performance in the light of the feedback received from customers with regard to varying responses and profitability. It needs to develop a future strategy to distinguish itself from other players in organized rural retail.

Centre for Innovation, Incubation and Entrepreneurship

Registration No.: CIIE0002

Type: Case

Pages: 14

Registration Year: 2011

Authors: Monippally, M M

Accidental Entrepreneurs: Kwench Library Solutions

Kwench Library Solutions (Kwench), a Mumbai-based start-up that offered library services to corporate clients, looked anxiously for angel funding to establish itself and expand to other parts of the country. The time – the first few months of the 2008-09 global recession – was particularly bad. The angel investors who came forward valued the start-up at one third of what the promoters had confidently expected. Their valuation was unacceptable, but spurning their offer was fraught with additional risks. The promoters, who had given up high-paying corporate jobs and invested heavily in the start-up, had to find a way out.

Centre for Infrastructure Policy and Regulation

Registration No.: CIPR0002

Type: Case

Pages: 47

Registration Year: 2010

Authors: Bandyopadhyay, T. ;
Raghuram, G;
Sharma, Yashoverman

Kolkata Port: A Turnaround Story

Kolkata Port (KoPT) had achieved a turnaround from having made a loss of Rs 7.5 crores (cr) in the year 2000-01 to a net surplus of Rs 465.1 cr in the year 2006-07. A variety of initiatives had been taken during the intervening years with a focus on tariff rationalization, revenues from alternate sources, infrastructure development and productivity improvements. While these had yielded results, there was a fundamental issue of operational complexity and inability to compete due to the locational disadvantage. KoPT was a riverine port with two locations, 232 kms and 115 kms upstream on the Hooghly with draft limitations. Two significant studies having implications for future strategies of KoPT had recently been submitted in March and November 2007. The top management of the port, including the Chairman who was responsible for driving many of the initiatives, was concerned that it may not be possible to achieve long term sustainable growth continuing with the strategies used so far. A well thought out future roadmap, breaking away from the present thinking, was essential sustained growth.

Registration No.: **CIPR0003(A)**

Type: **Case**

Pages: **15**

Registration Year: **2010**

Authors: **Raghuram, G;
Satyam Shivam
Sundaram**

Indore City Bus Transport Service (A)

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. Worried over the rapid growth of personalized vehicles, and high levels of pollution and accidents in Indore, policy makers and administrators had made several attempts of reviving the public transport system in the city. In 2005, the Collector and District Magistrate of Indore decided to make another attempt of reviving the public transport. The two cases, Indore City Bus Transport Service (A) and Indore City Bus Transport Service (B) discuss the complexity involved in the planning, rolling out, and running of public transport services in Indore on a sustainable basis. Case (A) details the prevalent socio-economic condition, travel characteristics, and positions taken by various stakeholders on provisioning of public transport service in Indore as of November 2005. The readers have to conceptualize the transport system for the city and take the position of the Collector and District Magistrate of Indore to prepare a note that would be submitted to the state cabinet for their approval.

Registration No.: **CIPR0003(B)**

Type: **Case**

Pages: **34**

Registration Year: **2010**

Authors: **Raghuram, G;
Satyam Shivam
Sundaram;
Patni, Himanshu**

Indore City Bus Transport Service (B)

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. Worried over the rapid growth of personalized vehicles, and high levels of pollution and accidents in Indore, policy makers and administrators had made several attempts of reviving the public transport system in the city. In 2005, the Collector and District Magistrate of Indore decided to make another attempt of reviving the public transport. The two cases, Indore City Bus Transport Service (A) and Indore City Bus Transport Service (B) discuss the complexity involved in the planning, rolling out, and running of public transport services in Indore on a sustainable basis. Case (B) discusses the challenges during the growth and operation of the services as of June 2008. Unprecedented rise in crude oil prices along with (i) increase in maintenance cost of buses, price of new buses, and bank interest and (ii) decrease/marginal increase in the fare box revenue (more people were shifting to passes) and advertisement revenue depleted the margin of the operators. The fares had not been increased since the launch of services in February 2006. It was clear that Indore City Transport Service Limited (ICTSL), the SPV created to run the transport system, would survive only if operators were able to survive. The readers have to take the position of the board of ICTSL and consider various options available to them for running the services on a sustainable basis.

Registration No.: CIPR0007(A)

Type: Case

Pages: 16

Registration Year: 2010

Authors: **Raghuram, G;**
Gangwar, Rachna;
Morris, Sebastian;
Pandey, Ajay

Container Train Operations: Introducing Competition (A)

In May 2005, the Committee on Infrastructure took a decision that the Ministry of Railways, in consultation with Planning Commission, would prepare a policy for permitting private and public sector operators to run container trains through the Indian Railways (IR) network. CONCOR, a listed subsidiary of IR, was the only container train operator at that time. RITES, another subsidiary of IR, was awarded a study to prepare a scheme towards this. RITES submitted its final report in September 2005. The recommendations of the report included entry requirements, classification of routes into various categories based on existing and anticipated traffic volume, regulating entry for each route and minimum traffic commitment by the operators. The representatives of the Planning Commission,

Ministry of Railways, Ministry of Commerce and Industry, and Ministry of Shipping were to meet in October 2005 to discuss the RITES recommendations to work towards framing a policy document for running container trains by private and public sector operators on the IR network. This case provides a background for this meeting.

Registration No.: **CIPR0007(B)**

Type: **Case**

Pages: **18**

Registration Year: **2010**

Authors: **Raghuram, G;
Gangwar, Rachna;
Morris, Sebastian;
Pandey, Ajay**

Container Train Operations: Introducing Competition (B)

In October 2005, the representatives of the Planning Commission, Ministry of Railways, Ministry of Commerce and Industry, and Ministry of Shipping met to discuss the RITES recommendations to work towards framing a policy document for running container trains by private and public sector operators on the IR network. Starting with this meeting until January 2006, various aspects of the RITES report were debated by the Planning Commission and Ministry of Railways to evolve a policy statement. There were concerns raised by the Planning Commission on the proposals by RITES which had implications such as entry barriers and denial of a level playing field with the incumbent, CONCOR. Other specific issues including entry criteria, entry fees and revenue share, and maintenance were questioned. In January 2006, a policy statement titled 'Policy to permit various operators to move container trains on Indian Railways' was released by the Ministry of Railways which stated the terms and conditions for running container trains by private and public sector operators on IR network. Subsequent to this, 14 parties signed up with the IR for container train operations. The empowered subcommittee of the Committee on Infrastructure was to meet in February 2006 to discuss the process for finalizing a Model Concession Agreement between Indian Railways and the container train operators. This case provides a background for this meeting.

Registration No.: **CIPR0009**

Type: **Case**

Pages: **39**

Registration Year: **2011**

Authors: **Raghuram, G;
Mehta, Pranav**

The Yamuna Expressway

It was December 13, 2010. The Government of Uttar Pradesh announced their plan to urbanize the entire area along the Yamuna Expressway (YE) in order to prevent haphazard growth of urban sprawls on the flanks of the YE. The YE was conceived in 1997 as a dream project of Ms Mayawati, the

then Chief Minister of Uttar Pradesh, with the idea of reducing the travel time between Delhi (and the larger National Capital Region) and Agra. It was a 165 km long expressway and was proposed to run from Greater Noida to Agra via Mathura. Amidst issues concerning land acquisition, and various protests and litigations, the deadline for completion of the project had extended beyond its original completion date of February 8, 2010 to April 2013. Meanwhile, the project cost had escalated from Rs 2500 crore (cr) in the year 2000 to about Rs 10,000 cr as of December 2010. By then, about 80% work on the expressway had been completed. The project was finally expected to be completed around April 2011. This was, however, subject to the pending court judgements and mitigation of risks as perceived by Jaypee Infratech, the concessionaire of the project.

Registration No.: **CIPR0012**

Type: **Case**

Pages: **16**

Registration Year: **2013**

Authors: **Jacob, Joshy;
Raghuram, G**

Delhi Metro - Airport Express Line

The Delhi Metro Rail Corporation (DMRC) suggested the construction of a dedicated express metro line from the city centre to the airport, which had just been handed over to a private party for development. The airport was expected to handle 18 million passengers by 2010 '11, and 70 million by 2034-'35. The passenger movement to the airport, primarily through taxis and private vehicles, used to take about 45 minutes. The metro was expected to reduce it to 18 minutes. The line was to offer a direct ride to the airport with space for seating and luggage, with baggage check-in facilities at two stations, along with provisions for interchanges with existing DMRC lines and public transport systems. As of August, 2006 the DMRC had various options for its construction and operations. Bringing in private participation was desired by many stakeholders. Given various concerns, the structuring had to be resolved in a manner that the project could be completed by the commonwealth games deadline of September 2010. The case provides an opportunity to discuss the structuring options for a PPP. The criteria for analysing the various structuring options can be evolved. There is also scope for financial analysis in the context of a large infrastructure project.

Registration No.: **CIPR0014 (A)**

Type: **Case**

Pages: **35**

Registration Year: **2014**

Authors: **Devkar, Ganesh;
Raghuram, G.**

GMR Male International Airport Private Limited - Case A

This case discusses the risks of doing business in emerging markets with changing political landscapes, as witnessed by GMR Male International Airport Private Limited (GMIAL) in Maldives. In June 2010, after a competitive bidding overseen by a World Bank arm, GMIAL won the contract to operate and expand the Male airport for a period of 25 years. This process was supported by the ruling party, with the opposition being against it. GMIAL's announcement of a levy of USD 25 for every international departing passenger as Airport Development Charges, as provided for in the Concession Agreement, drew stiff resistance from the opposition. GMIAL's problems started compounding when the President of the ruling party was dethroned in a coup. The new government termed the contract as 'void ab initio' and threatened to terminate GMIAL's operations at MIA. The GMR group had to decide on their course of action.

Registration No.: **CIPR0014 (B)**

Type: **Case**

Pages: **22**

Registration Year: **2013**

Authors: **Somani, Nikhil;
Narayanan, Aditya;
Raghuram, G.**

GMR Male International Airport Private Limited - Case B

This case focuses on the bid preparation by GMR Infrastructure Limited for the Male International Airport Project, which had adopted public private partnerships (PPP) model. This involves arriving at the competitive and viable numbers for the upfront fee, and fuel and non fuel revenues shares.

Registration No.: **CIPR0017**

Type: **Case**

Pages: **19**

Registration Year: **2014**

Authors: **Raghuram, G**

Delhi Airport Metro Express Private Limited

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 (Rlnfra), 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, Rlnfra had to take a call on the way forward.

Computer and Information Systems Group

Registration No.: CISG0120

Type: Case

Pages: 14

Registration Year: 2014

Authors: **Dutta, Goutam;**
Peshin, Sirsij

Project: MyPage Pharmacia

This case discusses how internet and information technology can be leveraged to re-engineer a company's performance. Pharmacia (India), a global pharmaceuticals company acquired by Pfizer, was facing problems in sales and distribution management. Using internet based technology, the company addressed its problems and created a solution that was unique to Indian conditions.

Centre for Management in Agriculture

Registration No.: CMA0811(A)

Type: Case

Pages: 26

Registration Year: 2005

Authors: **Bandyopadhyay, T. ;**
Raghuram, G;
Sisodia Neeraj

Chilli in Soup (A)

Chilli is the main earner in the Indian spices export basket. In 2003,, incidents of adulteration of chilli powder (using carcinogenic dyes) by some unscrupulous and careless exporters led to large-scale product recalls in the UK and tainted the image of the Indian spice export industry. This resulted in a complete shake up of the sector with serious consequences, leading to the introduction of mandatory and expensive testing, certification, stringent safety regulations, food recall and threats by EU of banning imports from India. This case focuses on the events that led to this as well as the status of food safety regulation in our country. The role of the Spices Board of India (SBI) has been instrumental in protecting the brand image of Indian spice exports. The case revolves around SBI, the choices it had and the possible implications for damage control and prevention.

Registration No.: CMA0811(B)

Type: Case

Pages: 35

Registration Year: 2008

Authors: **Bandyopadhyay, T.;**
Raghuram, G

Chilli in Soup (B)

A famous brand of sauce tested positive for Sudan I (a prohibited carcinogenic dye added for colour enhancement), which led to the biggest food products recall off the shelves in supermarkets and departmental stores of Britain. This brought to light that the mandatory testing of Sudan I by Spices Board of India (SBI) was unable to retain the brand equity and help confidence building in the European Union. Apart from Sudan I, there was also a need to test for Aflatoxins. Big exporters found the tests

useless whereas small exporters remained the cause of worry for quality control. The case brings forth issues about better traceability of food chains, testing methods, statistical quality control, and alternative ways and means for packing. It also highlights issues that were overlooked by SBI, which escalated into an anticipatable problem.

Centre for Management of Health Services

Registration No.: **CMHS0010**

Type: **Case**

Pages: **12**

Registration Year: **2010**

Authors: **Ramani, K V Trivedi,
Poonam Malek, Imran**

Mahanagar Hospital

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.

Registration No.: **CMHS0012**

Type: **Case**

Pages: **11**

Registration Year: **2011**

Authors: **Ramani, K V;
Tripathi, Ambrish**

ARAM Hospital (Apollo Group)

Abdur Razzaque Ansari Memorial (ARAM) Weavers' Hospital was set up in 1996 in Ranchi by the Chotanagpur Regional Handloom Weavers' Cooperative Union Ltd, to fulfill the dream of Mr. Ansari who dedicated his entire life to the upliftment of the weaver community. Starting as a 75 bed secondary care health facility, ARAM Hospital managed by the Apollo Hospitals Group has now grown into a Super Specialty hospital with 200 beds under the dynamic leadership of Mr. Sayeed Ahmed Ansari and Mr. Manzoor Ahmed Ansari, sons of Mr. Abdur Razzaque Ansari. There is demand for ARAM hospital to add new super specialties, as well as to expand some of the existing super specialty units. Mr. Sayeed Ansari wishes to understand the productivity of his CATHLAB, considering the huge investments already made.

Registration No.: **CMHS0014(A)**

Type: **Case**

Pages: **9**

Registration Year: **1999**

Authors: **Ramani, K V;**
Aruldas, Vijay Kumar

CMC Hospital, Vellore (A)

Christian Medical College and Hospital (CMCH), Vellore, Tamil Nadu, was founded in 1900 as a one-bed clinic by Dr. Ida Sophia Scudder. Since then, CMCH has grown into an institution of international repute with over 1800 beds and 4000 employees. CMCH attends to more than 1800 inpatients and 2500 outpatients daily. Outpatient services at CMCH are offered over 40 different clinics covering a number of specialties, supported by a comprehensive range of investigation facilities. The objective of this case is to bring out the complexity of the Med-OPD process at CMCH focusing on the interaction between various medical units, and argue for a computer simulation of the OPD process as the test way to evaluate alternatives for improvement in outpatient services.

Registration No.: **CMHS0014(B)**

Type: **Case**

Pages: **12**

Registration Year: **2012**

Authors: **Ramani, K V;**
Zachariah, Anand

CMC Hospital, Vellore (B)

The increasing load on CMC hospital services over the years and its consequences on service quality has been a matter of great concern to Dr Suranjan Bhattacharji, the Director of CMC Hospital, Vellore. The hospital resources were getting stretched beyond limits in order to cope with the demand for services. Of particular concern to him was the additional load on his doctors whose responsibilities included teaching and research in addition to patient care. Post Graduate teaching load would go up following a decision by the Medical Council of India to double the number of annual post graduate admissions from the academic year 2012-13. Under graduate teaching load would also increase as CMC has decided to increase its annual intake from 60 to 100 students for its MBBS program from 2012-13. Dr Bhattacharji therefore wanted to explore the possibility of generating a formal schedule of activities for his doctors, which would also provide some flexibility and autonomy in their work schedule, without any compromise on service quality.

Registration No.: **CMHS0019**

Type: **Case**

Pages: **4**

Registration Year: **2012**

Authors: **Ramani, K V;**
Lakhia, Tushar

City Municipal Hospital

The head of the general surgery department at City Municipal Hospital was not happy with the current system of charging all major surgeries uniformly, since each type of surgery consumes different amounts of each surgical resource. He was wondering if it would be possible to get a handle on the costing of surgical procedures and thereby determine an appropriate pricing of surgical procedures. He has recently attended a one week course on Hospital Management conducted by a leading Institute of Management, where one of the professors mentioned Activity Based Costing as an alternative to traditional costing methodology.

Communications

Registration No.: **COMM0004**

Type: **Case**

Pages: **11**

Registration Year: **2006**

Authors: **Monippally, M M**

Hard Knocks on a Software Company

This case is about the way Pragati Software Private Limited, a small but profitable software training company set up in Mumbai by an alumnus of Indian Institute of Management Ahmedabad sent away half its employees in three rounds of layoff in its tenth year.

Economics

Registration No.: **ECO0350(A)**

Type: **Case**

Pages: **9**

Registration Year: **2006**

Authors: **Pandey, Ajay;**
Morris, Sebastian

Simhadri Super Thermal Power Project (A)

The Indian electricity sector was opened to the private sector under the IPP policy. The NTPC, India's largest and perhaps most efficient generator had to respond to the changing scenario. It set out to set up the Simhadri project in Andhra Pradesh, going beyond to original mandate. The IPP policy, its perversities, the background of the power sector, the problems there in and the response of NTPC are discussed. Case (B) discusses the issues related to Project Planning and Implementation.

Registration No.: **ECO0350(B)**

Type: **Case**

Pages: **26**

Registration Year: **2006**

Authors: **Pandey, Ajay;**
Morris, Sebastian

Simhadri Super Thermal Power Project (B)

This case follows case (A) which discusses NTPC's response to the Simhadri project that created a record of sorts in timely implementation of large projects and within a tight budget NTPC's record of 39 months for a green-field project in India. That has taken project implementation in India to international standards. Much was at stake for NTPC. And the response of NTPC was coordinated and focused to enable it to set up the plant very quickly. Funding and project strategy, risk allocations, features contract for construction, land acquisition, mobilization of resources, technical innovations are discussed. Advance Planning, paying attention to external factors including the risks in land acquisition, planning for contingencies, strict monitoring, working with fewer packages, extensive use of IT, using incentive compatible contracts, monitoring and supervision with a motivation to solve problems, getting the government and stakeholders' interests aligned were important to the success of the project. Rather than the result of charismatic leadership it was systems, processes, planning and incentive compatibilities that drove NTPC to achieve results. High operational efficiency was achieved. As such the initiatives and strategies of NTPC can be usefully emulated by organizations having to implement projects. NTPC's success provides a way out of the notorious delays and cost overruns that characterize public sector project implementation in India.

Finance and Accounting

Registration No.: **F&A0462**

Type: **Case**

Pages: **3**

Registration Year: **2001**

Authors: **Sriram, M S**

Birla 3M Limited

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.

Registration No.: **F&A0481(A)**

Type: **Case**

Pages: **33**

Registration Year: **2008**

Authors: **Pandey, Ajay;
Raghuram, G;
Jain, Rekha**

Air Deccan (A)

Air Deccan, as India's first low cost carrier, grew steadily since its start in August 2003 to operate 230 daily flights to 55 destinations using 30 aircraft by the end of April 2006. In the Indian aviation sector, the entry of Air Deccan heralded increased competition in a scenario where three domestic airlines enjoyed relatively less competition for almost eight years after initial forays made by smaller players in the early to mid nineties proved unsuccessful. Air Deccan was about to come up with its Initial Public Offering (IPO) issue in May 2006. The major decision was one of deciding the price band for the IPO. This case focuses on the growth of Air Deccan and its operating and financial performance leading up to the IPO decision.

Registration No.: **F&A0481(B)**

Type: **Case**

Pages: **10**

Registration Year: **2008**

Authors: **Pandey, Ajay;
Raghuram, G;
Jain, Rekha**

Air Deccan (B)

Air Deccan concluded its Initial Public Offering (IPO) in May 2006, which did not receive a strong positive investor response. The company had reported a loss in the previous year. It further suffered a financial crunch due to continuous hike in fuel prices and addition of new aircrafts. To partly counter this situation, Air Deccan adopted a unique financial structure by way of a Special Purpose Company to fund its additional purchase of aircrafts. Even under this situation, it had significant expansion plans. The case focuses on the company mobilizing the required funds for its expansion plans as of October 2006.

Registration No.: **F&A0481(C)**

Type: **Case**

Pages: **10**

Registration Year: **2008**

Authors: **Pandey, Ajay;
Raghuram, G
Jain, Rekha**

Air Deccan (C)

Air Deccan planned to raise ₹450 crore by selling up to 26 per cent stake to professional investor(s). This was the consequence of a debt that needed to be paid. The situation was grim for Air Deccan. There were pending law suits and some of the top management executives were leaving the company. Apart from Mr Vijay Mallya (MD of Kingfisher Airlines, who wanted a strategic alliance); TPG, Reliance Mutual Fund, Standard Chartered Private Equity, Macquarie Capital, ChrysCapital, Lehman Brothers, General Atlantic, and GIC of Singapore had made offers to invest in Air Deccan. Capt. Gopinath did not want to lose control over the airline. This case focuses on the decision point where Air Deccan was looking for investment partner(s) who would have an alignment of vision on the way ahead.

Registration No.: **F&A0481(D)**

Type: **Case**

Pages: **29**

Registration Year: **2009**

Authors: **Pandey, Ajay;
Raghuram, G;
Jain, Rekha**

Air Deccan (D)

Air Deccan planned to raise ₹ 450 crore by selling up to 26 per cent stake to professional investor(s). This was the consequence of a debt that needed to be paid. The situation was grim for Air Deccan. There were pending law suits and some of the top management executives were leaving the company. Apart from Mr Vijay Mallya (MD of Kingfisher Airlines, who wanted a strategic alliance); TPG, Reliance Mutual Fund, Standard Chartered Private Equity, Macquarie Capital, ChrysCapital, Lehman Brothers, General Atlantic, and GIC of Singapore had made offers to invest in Air Deccan. Capt. Gopinath did not want to lose control over the airline. This case focuses on the decision point where Air Deccan was looking for investment partner(s) who would have an alignment of vision on the way ahead.

Registration No.: **F&A0489**

Type: **Case**

Pages: **21**

Registration Year: **2010**

Authors: **Barua, Samir K;
Agarwalla,
Sobhesh Kumar**

NTPC Public Offer

Disinvestment of government shareholding in Public Sector Undertakings, through Public Offers, is a common occurrence in many economies. This case describes such a process of disinvestment of the government of India's stake in a large power utility, National Thermal Power Corporation (NTPC) in India. In addition to process details, the case contains information and data that make it possible to rigorously analyze the response of market participants and the resulting changes in the prices of shares of NTPC before, during and after the public offer.

Registration No.: **F&A0491**

Type: **Case**

Pages: **21**

Registration Year: **2011**

Authors: **Varma, Jayanth,
Jacob, Joshy**

General Electric and GE Capital

The case discusses various options available to GE Capital to manage its liquidity and solvency crises which were aggravated during the height of the financial crisis of 2008. GE Capital needs to decide how to restructure its liabilities to meet its urgent liquidity needs while maintaining its long-term growth and competitive advantage. The case brings forth the interrelated and complex issues surrounding the choice of long term and short-term funding of a very large financial services and industrials business combine. The case offers a valuable context to examine the capital raising choices during stressful market and firm conditions.

Human Resource Management

Registration No.: **P&IR0228**

Type: **Case**

Pages: **11**

Registration Year: **2015**

Authors: **Agarwal, Promila**

From Offer Letter to Resignation Letter

Ostensibly the case is about an employee resigning from the organization due to lack of support, job clarity, and information about reporting structure. It addresses issues of socialization process, performance appraisal, and communication issue between colleagues in a consulting organization. The case serves as medium for diagnosis and action planning around integration of new employees into the organization, effective performance appraisal, and resolving communication barriers.

Registration No.: **P&IR0229**

Type: **Case**

Pages: **4**

Registration Year: **2015**

Authors: **Chandwani, Rajesh,
Varkkey, Biju**

Mr. Mehta's Dilemma: A Case of Performance Appraisal Politics

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.

IIMA-Idea Telecom Centre of Excellence

Registration No.: IITCOE0001

Type: Case

Pages: 33

Registration Year: 2008

Authors: **Jain, Rekha;**
Mandi, Sushma

Vodafone's Pursuit for Hutchison Essar Limited

The case discusses Vodafone's acquisition of Hutch Essar Ltd (a mobile company operating in India). The situation unfolds in 2006-07. The Indian telecom market, especially the mobile segment, had been booming and valuation of Indian companies was very high. Foreign companies operating in stagnant developed markets saw Indian markets as drivers of growth. The case discusses diverse issues such as timing of entry, strategic fit of the company being acquired, regulatory road blocks all leading to issues of valuation of the enterprise. The case also highlights the finer aspects of M&A in the telecom sector under the Indian regulatory regime.

Marketing

Registration No.: MAR0325(A)

Type: Case

Pages: 21

Registration Year: 1999

Authors: **Koshy, Abraham;**
Raghuram, G;
Banerjee, Bibek

FoodWorld (A): Market Entry Strategy

RPG Enterprises, one of the top five business houses of India, decided in 1996 to enter organized food retailing by opening a chain of supermarket grocery stores under the name "FoodWorld" in Chennai, Bangalore and Hyderabad, the three major cities in south India. This case describes the background and rationale of the decision and discusses the process of arriving at key marketing decisions. Insight into consumer buying behaviour, identification of value proposition, choice of target segment, and decisions on marketing mix elements are discussed. An analyst can evaluate the decisions and the process followed by the company and examine these in the light of actual operating performance of the outlets opened till the end of 1998.

Registration No.: MAR0325(B)

Type: Case

Pages: 36

Registration Year: 1999

Authors: **Raghuram, G;**
Banerjee, Bibek;
Koshy, Abraham

FoodWorld (B): Supply Chain Strategy

FoodWorld is a division of Spencer's, the retailing company of RPG Enterprises (RPG). This case focuses on the supply chain strategy. The key issues were 1) what to stock, 2) where and whom to source from, 3) how to reduce total delivery time from vendor to store and 4) how to reduce the cost of procurement. At the time of writing the case FoodWorld operated with over

6000 stock keeping units (SKUs), but was planning to rationalize at closer to 3000. The efforts on sourcing were to go as directly upstream as possible. This was also expected to reduce time and cost of procurement. These issues were rendered more significant with FoodWorld seeing growth opportunities in a) perishables and non-branded groceries and b) an increase in the number of outlets from the current (late 1998) 19 to 50 by 2000, and even more in the future.

Registration No.: **MAR0325(C)**

Type: **Case**

Pages: **30**

Registration Year: **1999**

Authors: **Banerjee, Bibek;
Raghuram, G;
Koshy, Abraham**

FoodWorld (C): The Road Ahead

In May 1996, RPG Enterprises, one of the top five Indian business houses, formally entered the nascent sector of large-scale organized food retailing with the opening of the first FoodWorld, a supermarket grocery store. By the end of 1998, the FoodWorld chain had expanded into 19 stores with hubs in Chennai, Bangalore and Hyderabad, the three major cities in south India. This case deals with the strategies for future growth. Specially, the precise value proposition for customer groups and the appropriate retailing format have to be decided, and all the associate supply side infrastructure has to be in place. Furthermore, decisions on the mode of FoodWorld's expansion and/or new market entry have to be taken.

Registration No.: **MAR0325(D)**

Type: **Case**

Pages: **12**

Registration Year: **2000**

Authors: **Gupta, Achin ;
Parikh, Anurag;
Raghuram, G**

FoodWorld (D): Design of MIS

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.

Registration No.: **MAR0328(A)**

Type: **Case**

Pages: **10**

Registration Year: **2000**

Authors: **Vyas, Preeta H ;
Kureshi, Sonal**

Britannia Khao World Cup Jao (A)

The case describes a contest launched by Britannia Industries Limited during the World Cup 1999. It gives a brief background about the company and its overall marketing strategy, promotions planned by other companies during the World Cup 1999, and details about the contest "Britannia Khao World Cup Jao". The objectives, budget, terms and conditions, prize structure, participation conditions etc. are described. The case also gives an idea about legal problems encountered, and the extent of participation and growth in sales during the operation of the scheme. Planning, implementation, and control issues of organizing a contest could be discussed.

Registration No.: **MAR0328(B)**

Type: **Case**

Pages: **1**

Registration Year: **2000**

Authors: **Vyas, Preeta H ;
Kureshi, Sonal**

Britannia Khao World Cup Jao (B)

The case describes a contest launched by Britannia Industries Limited during the World Cup 1999. It gives a brief background about the company and its overall marketing strategy, promotions planned by other companies during the World Cup 1999, and details about the contest "Britannia Khao World Cup Jao". The objectives, budget, terms and conditions, prize structure, participation conditions etc. are described. The case also gives an idea about legal problems encountered, and the extent of participation and growth in sales during the operation of the scheme. Planning, implementation, and control issues of organizing a contest could be discussed.

Registration No.: **MAR0338(A)**

Type: **Case**

Pages: **9**

Registration Year: **2000**

Authors: **Banerjee, Arindam**

Mid West Retail Consumer Finance Services (A)

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.

Registration No.: **MAR0338(B)**

Type: **Case**

Pages: **11**

Registration Year: **2000**

Authors: **Banerjee, Arindam**

Mid West Retail Consumer Finance Services (B): Sarah Jablonski's Dilemma

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.

Registration No.: **MAR0346**

Type: **Case**

Pages: **25**

Registration Year: **2002**

Authors: **Sinha, Piyush Kumar**

Dainik Bhaskar Jaipur

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.

Registration No.: **MAR0385(A)**

Type: **Case**

Pages: **22**

Registration Year: **2007**

Authors: **Jaiswal, Anand Kumar**

CavinKare Private Limited (A): Challenges of Sustaining Growth and Expanding Business

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.

Registration No.: **MAR0385(B)**

Type: **Case**

Pages: **13**

Registration Year: **2007**

Authors: **Jaiswal, Anand Kumar**

CavinKare Private Limited (B): Entry into Soaps and Detergents Market

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.

Registration No.: **MAR0388**

Type: **Case**

Pages: **30**

Registration Year: **2007**

Authors: **Jaiswal, Anand Kumar;
Shrivastav, Arpita;
Kothari, Dhvani**

Dettol: Managing Brand Extensions

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.

Registration No.: **MAR0389**

Type: **Case**

Pages: **9**

Registration Year: **2007**

Authors: **Jaiswal, Anand Kumar;
Shrivastav, Arpita**

Dettol: Marketing Research for Understanding Consumer Evaluations of Brand Extensions

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 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.

Registration No.: **MAR0390**

Type: **Case**

Pages: **21**

Registration Year: **2007**

Authors: **Sharma, Nivedita**

Pricing the Infoedge(naukari.com) IPO

The case deals the 1) reasons for and mechanics of an IPO and 2) the process of pricing an IPO. The question is whether naukari used the right approach to price its IPO and whether it got the right price for its IPO.

Registration No.: **MAR0400**

Type: **Case**

Pages: **25**

Registration Year: **2008**

Authors: **Anand Kumar Jaiswal;
Harit Palan**

Radio Mirchi: Entry into Kolkata Market

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.

Registration No.: **MAR0415**

Type: **Case**

Pages: **27**

Registration Year: **2010**

Authors: **Jaiswal, Anand Kumar;
Palan, Harit**

Radio Mirchi: Marketing Strategy for the Bangalore Market

The case describes how Radio Mirchi dealt with competition in the Bangalore FM radio market. Radio Mirchi's market share in Bangalore started declining within a few months of its successful launch, following the entry of new competitors in the market. The case discusses strategies adopted by the company to regain its market share and become the market leader. It describes the initial product offering of the channel, why it felt the need to redesign its product mix, and eventually how the company changed its product offering. The focus of the case is on the dilemma faced by the organization while shifting to a new product and service design in the face of emerging competition. The case highlights the importance of continuously monitoring the market environment and developing a keen understanding of the consumers' behaviour for an organization to gain and sustain its leadership position in the marketplace.

Registration No.: **MAR0427**

Type: **Case**

Pages: **18**

Registration Year: **2012**

Authors: **Sharma, Dheeraj**

Tihar Jail Products – Branding, Distribution and Communication Strategy

Tihar Jail (TJ), one of the largest prisons in the world. However, TJ functions as a reformation and rehabilitation centre which aims at transforming the convicts into better human beings and employable citizens. As a part of this effort, it operates a factory and a baking school in its premises. Despite their good quality and garnering good reviews from the customers, the sales revenue had nearly stagnated. The marketing of products faced multiple problems related to branding, packaging, distribution management, advertising and promotion, and pricing.

Registration No.: **MAR0429**

Type: **Case**

Pages: **7**

Registration Year: **2013**

Authors: **Sahay, Arvind**

Yo Bikes: Pricing of Electric Scooters

Yo Bike is selling scooters to commuters, housewives and students at a price (including battery) that is the same as that of petrol scooters. The key question faced by the manage is how to formulate and communicate the price to target customers to enhance probability of purchase.

Registration No.: **MAR0431**

Type: **Case**

Pages: **18**

Registration Year: **2013**

Authors: **Abhishek**

Spice Jet Big Sale Offer – Adding Spice to Air Travel

SpiceJet came out with Big Sale offer in January 2013 in which the company offered 10 lakh air tickets for Rs. 2013 to travellers in Indian domestic civil aviation market. The promotion, aimed at increasing passenger load factor, generated wide publicity due to unprecedented nature of offer in highly competitive market. The case traces the history of promotions conducted by SpiceJet and examines the different aspects of promotion which become crucial while planning for promotions in service industry.

Registration No.: **MAR0435**

Type: **Case**

Pages: **3**

Registration Year: **2013**

Authors: **Banerjee, Arindam**

ABS Tyres

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.

Registration No.: **MAR0436**

Type: **Case**

Pages: **3**

Registration Year: **2013**

Authors: **Banerjee, Arindam**

Railroad Laundry Service

The case is about a service provided to rail commuters who lack the time to attend to their daily chores because of the long hours spent in commuting. It talks about the process of building the business of providing laundry pick up and drop off service on the railway station. The case may be a good starter for defining the business in terms of customer need served and how the entire operation is aligned towards addressing the need.

Registration No.: **MAR0446(A)**

Type: **Case**

Pages: **14**

Registration Year: **2014**

Authors: **Jaiswal, Anand Kumar;
Singh, Sachin Kumar;
Manu, A**

Cerenity Sanitizer: Marketing Research for New Product Launch (A)

The case deals with the application of marketing research for launching a new product in the market place. The company was planning to enter the Fast Moving Consumer Goods (FMCG) market in India with its new product Cerenity. Cerenity was a toilet seat sanitizer for women who frequently use public restrooms. The case describes the exploratory study conducted by the research team. The team used different qualitative marketing research tools such as focus groups, in-depth interviews and participant observations.

Registration No.: **MAR0446(B)**

Type: **Case**

Pages: **21**

Registration Year: **2014**

Authors: **Jaiswal, Anand Kumar;
Singh, Sachin Kumar;
Manu, A**

Cerenity Sanitizer: Marketing Research for New Product Launch (B)

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.

Organizational Behaviour

Registration No.: **OB0193**

Type: **Case**

Pages: **13**

Registration Year: **2001**

Authors: **Vohra, Neharika**

Nitish @ Solutions Unlimited

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

Registration No.: **OB0200**

Type: **Case**

Pages: **18**

Registration Year: **2007**

Authors: **Goel, Abhishek;
Vohra, Neharika**

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.

Dr. Shekhawat

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.

Registration No.: **OB0202**

Type: **Case**

Pages: **2**

Registration Year: **2008**

Authors: **Vohra, Neharika**

Tea Shall Not be Served

The case is in the form of an exchange of letters between the principal of a school and its teachers. The principal has ordered that teachers should spend their twenty minute free time during recess in the school canteen and have tea with the students. The teachers find the order draconian and write a collective letter to the principal to allow them to have tea in their own staff room, after having failed to convey their anguish in informal meetings. The principal is hurt with the letter and hardens her stance. She expects all of them to follow her order because she would like greater teacher-student interaction.

Registration No.: **OB0203**

Type: **Case**

Pages: **7**

Registration Year: **2008**

Authors: **Vohra, Neharika**

Implementing SuperOffice at Mover Incorporated

This case is based on the experience of a multinational-multi-location company during its attempt to implement a customer relationship management (CRM) software. An off the shelf software named Superoffice was chosen and tailored to the needs of Mover Incorporated. A project team was formed

to oversee the design, training, and implementation of the software. However, at the end of two years the level of usage of CRM was very limited and all marketing executives continued to do their work without using CRM. The case traces the effort to bring about change in introducing the use of CRM by marketing executives through its life cycle starting from the problem definition phase, planning for implementation, and implementation. The case provides an opportunity to discuss the possible traps in the introduction of change, recognizing resistance to change, and paying attention to the entire lifecycle of change.

Registration No.: **OB0205(A)**

Type: **Case**

Pages: **22**

Registration Year: **2009**

Authors: **Gupta, Parvinder**

Regency Hospital Limited (A)

Regency Hospital Limited, a multi-specialty hospital in Kanpur, India was founded by Dr. Atul Kapoor in 1995. The hospital had grown over the years. However, there were a number of issues that were yet to be dealt with. The case describes the struggles that the founder went through in setting up this hospital. It presents the challenges from the perspective of the founder as well as the staff and doctors of the hospital. In the process, the case highlights issues on leadership, entrepreneurship, organizational culture, and management of change.

Registration No.: **OB0205(B)**

Type: **Case**

Pages: **11**

Registration Year: **2014**

Authors: **Gupta, Parvinder;
Gupta, Nirmal**

Regency Hospital Limited (B): The Road Travelled

This case builds on Regency Hospital Limited (A), which describes the struggles that the founder Dr. Atul Kapoor went through in setting up the hospital and the challenges he and his team faced. Regency Hospital Limited, a multi-specialty hospital in Kanpur, India was founded in 1995. The case B examines the development and progress made at the hospital, and the way various issues faced were dealt with. It also highlights what made the hospital successful. In the process, the case highlights issues on leadership, entrepreneurship, organizational culture, and management of change.

Registration No.: **OB0209**

Type: **Case**

Pages: **22**

Registration Year: **2011**

Authors: **Sharda, Kirti**

Managing Talent at Lupin Limited

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.

Registration No.: **OB0212**

Type: **Case**

Pages: **26**

Registration Year: **2013**

Authors: **Vohra, Neharika**

Performance Evaluation System in Hassia Packaging Pvt. Ltd.

The case describes the performance evaluation system that has been put in place by Ravi Kumar, the MD to ensure that Oystar Hassia is able to design, deliver, service, sell its packaging machines seamlessly in all parts of the world. The performance evaluation system is periodic, regular, able to take track the progress of the people within the system. The benefits accrued from performance evaluation system are also detailed in this case.

Registration No.: **OB0213**

Type: **Case**

Pages: **16**

Registration Year: **2013**

Authors: **Rajdhyaaksha, Ujvala;
Vohra, Neharika;
Bhatnagar, Deepti**

The Odyssey of Savita and Krishna

This case is in four parts, highlighting the crossroads at which the protagonist Savita finds herself in and the difficulties she faces in balancing her career aspirations with family responsibilities. A Fellow of Indian Institute of Management (IIM) Ahmedabad, Savita's dilemmas concern working in a prestigious management institute in Kolkata versus getting a job in Mumbai in order to psychologically and financially support her family and get married; joining her husband in China on his posting versus going to the US on a prestigious fellowship prioritizing her career, and finally, starting a family versus postponing the decision till the couple were together and reasonably settled in their respective careers.

Production Management

Registration No.: **PROD0265**

Type: **Case**

Pages: **32**

Registration Year: **2004**

Authors: **Mukherjee, Saral;
Raghuram, G**

Enercon India: Project Planning

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.

Registration No.: **PROD0292**

Type: **Case**

Pages: **16**

Registration Year: **2008**

Authors: **Raghuram, G;
Goyal, Aditya**

Novire Technologies: Automatic Vehicle Location

Novire Technologies, an IT based logistics solutions provider, had introduced a new system called Automatic Vehicle Location (AVL) which uses Global Positioning System to track vehicles. ABC Private Ltd (ABC), a cement manufacturing company, decided to try this system and went for a pilot study on five of its trucks. The company was considering implementation of AVL which would enable better capacity utilization and effective management of cement distribution. It is upon Mr. Dhaval Verma, General Manager, Logistics, ABC, to arrive at an appropriate decision regarding the same after analysing the pilot study results. The focus of this case is on analysing the data obtained from the pilot study, identifying additional data requirements, and examining scalability, implementation feasibility, and flexibility of the AVL system.

Registration No.: **PROD0295**

Type: **Case**

Pages: **45**

Registration Year: **2011**

Authors: **Mukherjee, Saral;
Raghuram, G;
Soman, Chetan**

ACC Limited: Project 30-30

ACC Limited, under Project 30-30, had targeted to produce and sell 30 million tons (mt) of cement in the year 2011. In May 2011, the Head of Central Logistics had found the target of the project to have become increasingly difficult to achieve. He believed that to sell 30 mt of cement, 30 mt had to be transported, thereby, advancing the role of the logistics function from that of a mere facilitator to a critical actor. As possible opportunities to increase sales, issues at the Bulk Cement Corporation (India) Limited (BCCI), and the plant at Wadi are being discussed in the case. The head of BCCI had raised concerns about the decreased logistical capacity of BCCI post a mandate from the Indian Railways on transporting 58-wagon rakes against 41-wagon rakes. A common belief was that with more wagons per rake, the quantity transited from Wadi would be higher. However, this was not the case and a capacity addition was being proposed. The President of Wadi Cluster had expressed that as an effort to reduce the transit time between Wadi and BCCI, priority was given to loading for BCCI. Though an improvement was observed with the introduction of 58 wagons per rake, Wadi was facing issues. This had affected Wadi's ability to serve other markets. The focus of the case is on analysing the options being considered by ACC to increase market presence, logistics capacity at BCCI, and the overall throughput at Wadi.

Registration No.: **PROD0296**

Type: **Case**

Pages: **12**

Registration Year: **2014**

Authors: **Roy, Debjit;
Raman, Venkata A**

Thar ICD Layout

To reduce congestion at the ports, Inland Container Depots (ICDs) facilitates intermediate handling, storage, and delivery of containers from the customer premises to the container terminals and vice versa. The design of an ICD such as the location of the functional areas such as bonded and debonded warehouse, railway siding, weighbridge etc affects the turnaround times for storage and retrieval. Further, the number of resources such as reach-stackers affects the throughput capacity of an ICD. Through this case, the participants should understand the ICD operations and the system design elements.

Registration No.: **PROD0297**

Type: **Case**

Pages: **19**

Registration Year: **2014**

Authors: **Laha, Arnab K;
Dutta, Goutam**

Towards Deming Prize - Case of Tata Steel

In this case we describe the gradual transformation of India's largest private sector steel manufacturer Tata Steel that enabled it to win the coveted Deming Prize for quality. The case discusses how the company is able to maintain a relentless focus on meeting the customers' needs, sustain a culture for excellence in quality, build processes that empower the workers in taking decisions related to their area of work freely, instill leadership skills at all levels, and embed continuous improvement as part of their organizational culture.

Public Systems Group

Registration No.: **PSG0102(A)**

Type: **Case**

Pages: **48**

Registration Year: **2007**

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

Airport Privatization: Bidding for Delhi and Mumbai (A)

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.

Registration No.: **PSG0102(B)**

Type: **Case**

Pages: **16**

Registration Year: **2007**

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

Airport Privatization: Bidding for Delhi and Mumbai (B)

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 2003-4. 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. Case A focuses on EGoM's decision. This case focuses on the choice made by the winning bidder. Cases C - E focus on the reaction of a losing bidder, the courts' decision, and the actual judgment by the court.

Registration No.: **PSG0102(C)**

Type: **Case**

Pages: **1**

Registration Year: **2007**

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

Airport Privatization: Bidding for Delhi and Mumbai (C)

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 2003-4. 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. Case A focuses on EGoM's decision. Case B focuses on the choice made by the winning bidder. This case focuses on the reaction of a losing bidder. Cases D-E focus on the courts' decision and the actual judgment by the court.

Registration No.: **PSG0102(D)**

Type: **Case**

Pages: **4**

Registration Year: **2007**

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

Airport Privatization: Bidding for Delhi and Mumbai (D)

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 2003-4. 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. Case A focuses on the EGoM's decision. Case B focuses on the choice made by the winning bidder. Case C focuses on the reaction of a losing bidder. This case focuses on the courts' decision. Case E gives a summary of the actual judgement by the court.

Registration No.: **PSG0102(E)**

Type: **Case**

Pages: **5**

Registration Year: **2007**

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

Airport Privatization: Bidding for Delhi and Mumbai (E)

Modernization of 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. These 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 aircrafts and passengers. The set of Cases focus on the bidding process towards 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 of this with inputs from experts. The way forward was put forth by the Empowered Group of Ministers (EGoM) in January 2006 by giving choice to the only technically qualified bidder to choose the airport given certain restrictions. Based on the choice, the decision on the other airport was to be taken. One bidder, who had lost the bid, felt the process arbitrary and filed petition in the High Court and then in the Supreme Court. Case A focuses on EGoM's decision. Case B focuses on the choice made by the winning bidder. Case C focuses on the reaction of a losing bidder. Case D focuses on the courts' decision. This case gives a summary of the actual judgement by the court.

Registration No.: **PSG0105**

Type: **Case**

Pages: **56**

Registration Year: **2008**

Authors: **Raghuram, G;
Samantha Bastian**

Ghaziabad Goods Shed: Strategies for Improved Servicing of the Customer case Analysis and Reflections

The Ghaziabad (GZB) goods shed was one of the top rail goods handling points in the National Capital Region (NCR). The growth was expected to be robust in the forthcoming years, since GZB and Noida were high growth districts in the Uttar Pradesh part of the NCR. GZB goods shed was one of the fifty high traffic sheds identified for improvement, as part of the Indian Railways' (IR's) Mission 900 mt loading. This case study provides a comprehensive description of GZB goods shed,

including facilities, traffic flow, customer interface, processes etc. In this context, the case raises questions regarding 1) main concerns in GZB goods shed as viewed (a) by customers and (b) from IR's perspective, 2) analytical support for customer service improvement provided by demurrage (wharfage) data, 3) process and infrastructure improvements at GZB and goods sheds in general, and 4) need for perspective changes, and additional data and information systems.

Registration No.: **PSG0114 (A)**

Type: **Case**

Pages: **17**

Registration Year: **2014**

Authors: **Pandey, Ajay**

Adani Power Limited (A): Renegotiating Long-term Electricity Contracts

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.

Registration No.: **PSG0114 (B)**

Type: **Case**

Pages: **21**

Registration Year: **2014**

Authors: **Pandey, Ajay**

Adani Power Limited (B): Renegotiating Long-term Electricity Contracts

Adani Power Limited (B) is the second 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. Change in Indonesian regulations for coal exported from Indonesia created serious financial problems for the firm. This case describes as to 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.

Registration No.: **PSG0114(C)**

Type: **Case**

Pages: **23**

Registration Year: **2014**

Authors: **Pandey, Ajay**

Adani Power Limited (C): Renegotiating Long-Term Electricity Contracts

Adani Power Limited (C) is the third 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.

Registration No.: **PSG0115**

Type: **Case**

Pages: **21**

Registration Year: **2014**

Authors: **Pandey, Ajay**

Production Sharing Contracts in Indian Oil and Gas Sector

The case describes the policies followed by the Government of India to attract private investments for Oil & Gas exploration. This case is based around observations made by the Comptroller and Auditor General of India on some of the petroleum sharing contracts and the remedial measures suggested by a committee appointed by the Government. The case describes how such contracts are structured elsewhere and raises issue about how such contracts can be structured and managed by the state.

Quantitative Methods

Registration No.: **QM0238**

Type: **Case**

Pages: **4**

Registration Year: **1996**

Authors: **Raghuram, G**

Swami and His Friends at the Malgudi Post Office

This case exercise enables an understanding of applying Queuing models in the context of Queues in a post office. The issues of universalization of country due to computerization, appropriate segmentation of client system to help demand analysis are also highlighted.

Ravi J. Matthai Centre for Educational Innovation

Registration No.: **RJMC0002(A)**

Type: **Case**

Pages: **4**

Registration Year: **2006**

Authors: **Dixit, M R
Sharma, Rajeev**

Chandrabala Modi Academy, Ankleshwar (A)

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.

Registration No.: **RJMC0002(B)**

Type: **Case**

Pages: **14**

Registration Year: **2006**

Authors: **Dixit, M R;
Sharma, Rajeev**

Chandrabala Modi Academy, Ankleshwar (B)

The case is about Chandrabala Modi Academy, a CBSE affiliated school established in 1992 with the support of an individual group in the Western part of India. In the last ten years, the children of the school have performed well in the board examinations. The school has emphasized the 'social dimension of education' by undertaking a number of co-curricular activities which focus on addressing social issues and developing a spirit of adventure. Some of the activities organized over the years included crossing of the river Narmada by school children to draw attention to drug abuse, undertaking a 50 km long walk to protest against child labour, organizing earthquake relief work with the support of children and parents, rebuilding an old school, mountaineering and other tours and treks in different parts of the country. On the completion of the academic year in 2003, the principal has called a meeting of teachers to review the past decade and develop a strategy for the next three years.

Registration No.: **RJMC0035**

Type: **Case**

Pages: **12**

Registration Year: **2014**

Authors: **Sharma, Rajeev;
Choudhury, Geeta**

Loreto Day School, Sealdah

The case presents the situation prevailing in Loreto Day School, Sealdah, when Sister Cyril took over as the principal of the school. It details the initiatives taken by her to turn around the school. With her active interest and concern for marginalised children, the school started admitting a greater number of non - fee paying children, bringing their number to half of the total enrolled children in the school. Several programmes like providing shelter to street children and integrating them into the education system, weekly visits by school children to nearby village schools, addressing the problem of hidden child labour,

programmes for platform children and training for barefoot teachers were organised along with other teaching and learning activities in the school. Pedagogic changes like activity oriented science teaching, value education, work education, and an assessment programme which took into account the effort put in by children were also initiated. Views of a cross-section of parents, some of whom had high praise for the school while some others expressed concerns about its divergent activities are also included.

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