

ABSTRACTS FOR NEWLY REGISTERED ASIAN CASES September 2011

9B11M016

A Non-Traditional Female Entrepreneur (A)

Yeh-Yun (Carol) Lin, W. Glenn Rowe

Publication Date: 06/28/2011

Teaching Note: 8B11M016

The president and founder of New Deantronics (ND), launched her sales office in San Francisco, California, in 1985 and then set up her factory in Taiwan in 1987. Without any technical background or prior experience, through her system of management strategy and management philosophy, the president built ND's reputation as a trusted manufacturer and developer of medical devices. All ND products were directly exported to large global health-care companies, including Philips Medical Systems, Johnson & Johnson, and Covidien. With the rapid increase in business, the need for expanding production capacity became increasingly urgent. Sitting in her office in early 2009, the president knew that she could no longer postpone her decision to relocate. Several options were presented to her, and the factors that influenced her decision included considerations about the supply of quality human resources, geographical convenience, the willingness of her current employees to relocate, affordability, and the possibility for future expansion. The president pondered what would be the best bet.

Issues: Relocation of a business; Non-traditional female entrepreneur; Growth Plan; Succession Plan

Disciplines: General Management/Strategy

Setting: Taiwan, Medium, 2009

Difficulty: Undergraduate/MBA

Length: 14 pages

9B11M017

A Non-Traditional Female Entrepreneur (B)

Yeh-Yun (Carol) Lin, W. Glenn Rowe

Publication Date: 06/28/2011

Teaching Note: 8B11M016

This is a supplement to 9B11M016. The president and founder of New Deantronics (ND), launched her sales office in San Francisco, California, in 1985 and then set up her factory in Taiwan in 1987. Without any technical background or prior experience, through her system of management strategy and management philosophy, the president built ND's reputation as a trusted manufacturer and developer of medical devices. All ND products were directly exported to large global health-care companies, including Philips Medical Systems, Johnson & Johnson, and Covidien. With the rapid increase in Liu's business, the need for expanding production capacity became increasingly urgent. Sitting in her office in early 2009, the

president knew that she could no longer postpone her decision to relocate. Several options were presented to her, and the factors that influenced her decision included considerations about the supply of quality human resources, geographical convenience, the willingness of her current employees to relocate, affordability, and the possibility for future expansion. The president pondered what would be the best bet.

Issues: Relocation of a business; Non-traditional female entrepreneur; Growth Plan; Succession Plan

Disciplines: General Management/Strategy

Setting: Taiwan, Medium, 2009

Difficulty: Undergraduate/MBA

Length: 1 page

9B11M018

A Non-Traditional Female Entrepreneur (C)

Yeh-Yun (Carol) Lin, W. Glenn Rowe

Publication Date: 06/28/2011

Teaching Note: 8B11M016

This is a supplement to 9B11M016. The president and founder of New Deantronics (ND), launched her sales office in San Francisco, California, in 1985 and then set up her factory in Taiwan in 1987. Without any technical background or prior experience, through her system of management strategy and management philosophy, the president built ND's reputation as a trusted manufacturer and developer of medical devices. All ND products were directly exported to large global health-care companies, including Philips Medical Systems, Johnson & Johnson, and Covidien. With the rapid increase in business, the need for expanding production capacity became increasingly urgent. Sitting in her office in early 2009, the president knew that she could no longer postpone her decision to relocate. Several options were presented to her, and the factors that influenced her decision included considerations about the supply of quality human resources, geographical convenience, the willingness of her current employees to relocate, affordability, and the possibility for future expansion. The president pondered what would be the best bet.

Issues: Relocation of a business; Non-traditional female entrepreneur; Growth Plan; Succession Plan

Disciplines: General Management/Strategy

Setting: Taiwan, Medium, 2009

Difficulty: Undergraduate/MBA

Length: 4 pages

9B11M069

Aiming for the Top: iTOPS or India?

Hari Bapuji, Balaji Koka

Publication Date: 08/26/2011

Teaching Notes: 8B11M069

In August 2010, Phaneesh Murthy, chief executive officer (CEO), iGATE Global Solutions (iGATE), was on a flight to India. He was reflecting on the strategic options before him of late, with regard to the future of iGATE. The options were two-fold. Should iGATE continue to focus on its traditional markets of Americas and the European Union (EU), or should it change track to focus on India? The U.S. and the EU markets had been growing at less than four per cent since 2008, and this would likely continue until 2013. However, iGATE had developed a product tailored to the specific needs of customers in the developed world who were facing economic downturn. Known as iTOPS, it was showing the promise of adding to both the top line and bottom line of iGATE. The IT-enabled services market in India was growing at an average of 14.5 per cent for the period of 2008-2013. The promise of top line growth had drawn many global BPO companies to India. iGATE would be just another player in India with plain vanilla offerings and without any differentiation. The domestic market was competitive. The commoditization of its BPO products and services had, of course, opened up an opportunity to develop a product tailored to Indian needs but iGATE had no such offering in the pipeline. It is in this context that Murthy wondered what strategy he should pursue: iTOPS or India?

Issues: Business policy; developing countries; competitive strategy; emerging markets; information technology; growth strategy

Disciplines: General Management/Strategy, International

Industries: Information, Media & Telecommunications

Setting: India, United States, Large, 2011

Difficulty: Undergraduate/MBA

Length: 20 pages

9B11C024

Coaching for Performance Management: Asia Edition

Jane M. Howell, Ken Mark

Publication Date: 07/12/2011

The format of this role play case involves a series of sessions in which the student (and each member of his or her team in turn) will play the role of Benjamin Cheung, the vice-president of HCM Asia Private Limited, a financial services firm based in Hong Kong. Cheung has an open door policy where managers from any level can drop by to see him, on their own initiative, to ask for ideas, guidance or decision on an issue. He has only six minutes to see each manager in this informal coaching session since he has to leave for another important meeting at head office. Cheung knows the key details of each manager's background and development needs, but does not know in advance what the manager's specific concerns are. It will be necessary for Cheung to explore the manager's concerns through active listening, asking questions and summarizing, for example. Each of the manager roles is typical of those you might meet in any Asian organization,

such as a highly skilled, technically focused leader who defaults to top-down management, an associate who lacks self-confidence and avoids confrontation at all cost, an ambitious associate who wants an international assignment but is unable to handle his current workload, and a detail-oriented leader who focuses on processes while losing sight of the big picture.

Disciplines: Organizational Behaviour/ Leadership, International

Industries: Finance and Insurance

Setting: Hong Kong, Small, 2011

Difficulty: Undergraduate/MBA

Length: 4 pages

9B11C025

Coaching for Exceptional Performance Workshop: Senior Associate, Capital Markets, Chen Jia Wei

Jane M. Howell, Ken Mark

Publication Date: 07/12/2011

Role play #1 (Chen Jia Wei) for product 9B11C024.

Disciplines: Organizational Behaviour/ Leadership, International

Industries: Finance and Insurance

Setting: Hong Kong, Small, 2011

Difficulty: Undergraduate/MBA

Length: 2 pages

9B11C026

Coaching for Exceptional Performance Workshop: Associate, Capital Markets, Robert Woo

Jane M. Howell, Ken Mark

Publication Date: 07/12/2011

Role play #2 (Robert Woo) for product 9B11C024.

Disciplines: Organizational Behaviour/ Leadership, International

Industries: Finance and Insurance

Setting: Hong Kong, Small, 2011

Difficulty: Undergraduate/MBA

Length: 2 pages

9B11C027

Coaching for Exceptional Performance Workshop: Senior Associate, High Net Worth Wealth Management, Pauline Zhu

Jane M. Howell, Ken Mark

Publication Date: 07/12/2011

Role play #3 (Pauline Zhu) for product 9B11C024.

Disciplines: Organizational Behaviour/ Leadership, International

Industries: Finance and Insurance

Setting: Hong Kong, Small, 2011

Difficulty: Undergraduate/MBA

Length: 2 pages

9B11C028

**Coaching for Exceptional Performance
Workshop: Associate, Wealth Management,
Steven Leung**

Jane M. Howell, Ken Mark
Publication Date: 07/12/2011

Role play #4 (Steven Leung) for product 9B11C024.

Disciplines: Organizational Behaviour/ Leadership,
International

Industries: Finance and Insurance

Setting: Hong Kong, Small, 2011

Difficulty: Undergraduate/MBA

Length: 2 pages

9B11C029

**Coaching for Exceptional Performance
Workshop: Senior Associate, Insurance
Products, James Beringer**

Jane M. Howell, Ken Mark
Publication Date: 07/12/2011

Role play #5 (James Beringer) for product 9B11C024.

Disciplines: Organizational Behaviour/ Leadership,
International

Industries: Finance and Insurance

Setting: Hong Kong, Small, 2011

Difficulty: Undergraduate/MBA

Length: 2 pages

9B11C030

**Coaching for Exceptional Performance
Workshop: Senior Associate, Institutional
Investor Relations, Kelly Tan**

Jane M. Howell, Ken Mark
Publication Date: 07/12/2011

Role play #6 (Kelly Tan) for product 9B11C024.

Disciplines: Organizational Behaviour/ Leadership,
International

Industries: Finance and Insurance

Setting: Hong Kong, Small, 2011

Difficulty: Undergraduate/MBA

Length: 2 pages

9B11C022

**HR as Transformation Partner in Maruti Suzuki
India Ltd.**

Anita Ollapally, Asha Bhandarker
Publication Date: 07/27/2011

Teaching Note: 8B11C022

The Indian business landscape is marked by uncertainty, turbulence, hyper-competition and non-linear growth. The arena of the automobile sector epitomizes this changing scenario. Increasing competition from foreign born automobile organizations and homegrown organizations such as Tata Motors are posing a threat to the market leader — Maruti Suzuki India Ltd. A fierce battle for market share is ensuing among these automobile giants. In spite of this, Maruti Suzuki has succeeded in maintaining its leadership position. However, with more companies

venturing into the bastion of Maruti Suzuki — the small car segment — the threat to their market share is looming larger than before. This case illustrates the journey of Maruti Suzuki since its inception and depicts the changes in its organizational strategy, HR strategy and work culture, in response to business challenges. Maruti Suzuki had to undergo multiple changes from being a public sector undertaking and a monopoly, to one capable of competing with world class automobile companies. This case describes the various challenges faced by the organization in this journey and how HR has partnered in bringing about the much needed transformations. The challenges range from having to create a performing workforce, changing the mindset of the employees, to coping with many cross cultural issues. The most difficult challenge is to engage in breakthrough innovation. HR needs to create an organizational culture that not only supports this endeavour but also helps retain the human resources.

Issues: Strategic human resource management; Change in organizational culture; Talent management; Managing transformation through HR; Cross cultural differences; Evolution and challenges of HR in an Indian organization

Disciplines: Organizational Behaviour/ Leadership,
General Management Strategy, International

Industries: Manufacturing

Setting: Gurgaon, Haryana, India, Large, 2009

Difficulty: MBA/Postgraduate

Length: 20 pages

9B11E026

**Microsoft's Go-to-market Strategy for Azure in
India**

*Reema Gupta, Deepa Mani, Aditya Shah, Sujata
Ramachandran, Vivek Singh*
Publication Date: 07/19/2011

Teaching Note: 8B11E026

The case is set in mid-2009, about six months before the scheduled worldwide launch of Microsoft Azure. The group director of cloud computing for Microsoft India is mulling over the relative merits and demerits of launching Azure simultaneously in India with the rest of the world. Cloud computing is a paradigm shift in the information technology (IT) industry that fundamentally changes the way software and services are delivered to an end-user's desktop. Cloud computing enables shared resources — software, hardware and information — to be provided to consumers on demand, charging them based on usage. Azure is Microsoft's offering in this space, providing software and infrastructure as a service and also a platform to develop new applications on a pay-per-use model. Microsoft has always made its products available to users in the traditional license model, and Azure would be a paradigm shift not only in terms of technology but also in terms of the business model — from a one-time license fee and periodical maintenance contracts to a pay-as-you-use flexible model. The director had to decide whether the nascent Indian market was ready to adopt this new technology and business model. He also had to decide which segments of the Indian industry Microsoft Azure should target. There were a lot of reasons — presence of a strong IT development community,

increasing IT adoption trends across Indian industries and presence of a very big potential customer base in terms of the small and medium enterprises (SMEs) — why the Indian market looked very lucrative. On the flip side, there were concerns such as poor current IT adoption, highly rampant piracy, low-to-average availability of infrastructure (essential to the success of Azure), such as electricity and broadband penetration in India, and the unique 'do-it-for-me' attitude of the Indian businessperson, which translated to significant initial costs in terms of time and effort required to increase awareness.

Issues: Go to market strategy; Local challenges and nuances; Targeting and product offering; Time bound decision - global roll out; Nascent stage of cloud computing technology; Cannibalization

Disciplines: Information Systems, International, Entrepreneurship

Industries: Information, Media & Telecommunications

Setting: India, Large, 2009

Difficulty: MBA/Postgraduate

Length: 18 pages

9B11A007

OSSCube: Leveraging Social Media

Anandan Pillai, Ashok Arora

Publication Date: 06/29/2011

Teaching Note: 8B11A007

Established in 2006, OSSCube was an open source software development company based in North Carolina, United States, which had its India office in Noida and its development centres in Delhi, Bangalore and Noida. OSSCube started as a software training provider and gradually emerged as an open source software development and consulting company. The marketing of OSSCube's offerings was primarily executed by search engine optimization (SEO) initiatives. Later on, OSSCube created a social media presence on various social media platforms such as Facebook, Twitter, LinkedIn, Slideshare, Vimeo, YouTube, Blip.TV, Blog and Friendfeed. The primary objective of creating a presence on these social media platforms was to augment the company's SEO initiatives. This strategy did help OSSCube in gaining business leads; however, Kinshuk, the community manager of the firm, realized that this strategy was not building the brand identity of OSSCube. Also, the thought of having a wide presence on social media platforms to augment SEO activities created some sort of confusion in consumers' minds regarding OSSCube's expertise. Hence, in 2010, Kinshuk was reviewing the social media approach with some definite objectives such as branding employees, branding OSSCube and promoting open source software. He faced the challenge of forming an appropriate social media strategy that would address these objectives.

Issues: Social media optimization; Social media platform selection; Social media role; Brand building through social media; Social media strategy; Social media implementation

Disciplines: Marketing, International, Entrepreneurship

Industries: Professional, Scientific, and Technical Services

Setting: United States; India, Small, 2010

Difficulty: MBA/Postgraduate

Length: 19 pages

9B11M047

Pak Arab Refinery Limited (PARCO) - Management of Circular Debt

Muntazar Bashir Ahmed

Publication Date: 07/05/2011

Teaching Note: 8B11M047

The case describes how a very large intra-corporate debt was built up in Pakistan, among the private and public sector energy and power generation companies that were some of the country's largest organizations. An unexpected slowdown in recovery of bills created a debt that affected corporate business operations, and the Pakistani economy as a whole. The energy and power sectors are discussed, as are the reasons for this circular debt. The Pakistani government was heavily involved in regulating the energy and power sectors; in 2008, to respond to high oil prices a subsidy was provided to keep the price of diesel low. The government, however, had not created an effective plan to recover these funds, and when large public sector enterprises (PSEs) such as Pakistan International Airlines (PIA) did not pay their bills, no action was taken. The focus of this case is on resolving the very large amounts of debt that had accumulated in various energy companies. A secondary analysis can explore the impact of regulation on the operations of oil companies.

Issues: Government and business; Cash flow; Financial crisis; Management control

Disciplines: Finance, General Management/Strategy, International

Industries: Oil & Gas Extraction

Setting: Pakistan, Large, 2011

Difficulty: MBA/Postgraduate

Length: 22 pages

9B11M068

Qantas: Which Route Out of the Turbulence?

Hari Bapuji, Nitin Pangarkar, Braden Loader

Publication Date: 08/24/2011

Teaching Note: 8B11M068

In May 2011, Alan Joyce, chief executive officer (CEO) of Qantas Group (Qantas) needed to think about the future strategy for the group. Over the past few years, the company had launched a number of strategic initiatives to defend its current position and penetrate new markets and segments. Qantas had discontinued its first-class service on many flights, opting to bolster its business-class service instead. Its forays into the budget travel segment through Jetstar proved to be successful and contributed to the overall financial performance of the group. Qantas had also placed a bet on emerging economies such as China, despite experiencing adverse performance in its international routes. Despite this, the financial performance of the company was far from healthy. Moreover, Qantas was fighting hard to retain its Australian position in the face of attempts by Virgin Blue and Tiger Airways to compete aggressively and gain market share. Analysts wondered whether Qantas was trying to do too much and, in the process, spreading itself too thinly. Would the Qantas group be better off simply prioritizing

across its various alternatives, or did it have sufficient resources (financial as well as managerial) to pursue all the initiatives? And if a narrow focus was better, then which strategic alternatives should Qantas pursue aggressively.

Issues: Business policy; Corporate strategy; Competitive strategy; Emerging markets; Environmental analysis; Growth strategy

Disciplines: General Management/Strategy, International
Industries: Air Transportation, Transportation and Warehousing

Setting: Australia, Large, 2011

Difficulty: Undergraduate/MBA

Length: 24 pages

9B11M046

Strategic Entrepreneurship in Emerging Market Multinationals: Marco Polo Marine

Marleen Dieleman, Yue-Jer Lee

Publication Date: 07/07/2011

Revised Date: 07/04/2011

Teaching Note: 8B11M046

Marco Polo Marine (MPM) Ltd is a medium-sized Singaporean shipping company listed on the Singapore Stock Exchange, involved in regional shipping and shipbuilding. The company was part of a larger Indonesian family business group, and had been built from scratch by the CEO, the heir to the group. MPM had started off providing barges to transport mining products and sand, initially for the group's mining operations, but increasingly for third parties. It subsequently entered the shipbuilding industry by establishing a shipyard in Batam, Indonesia, an island near Singapore. As a next step to grow the company, the CEO intended to become an international player in the much more sophisticated offshore marine services sector, but he had yet to decide what strategy to take to achieve it. The case study allows students to analyze a global industry and present recommendations to the CEO for positioning the company within this industry. As a company from an emerging market, MPM is an example of an aspiring "emerging market multinational" and the case discusses the challenges such companies face in catching up with more advanced incumbents in global industries. In order to penetrate this market, decisions are required as to what types of vessels to build or buy, which countries to target and how to enter this market given financial constraints and limited technical expertise.

Issues: Entrepreneurial business growth; International expansion; Emerging Markets; Strategy

Disciplines: General Management/ Strategy, International, Entrepreneurship

Industries: Water Transportation

Setting: Southeast Asia; Singapore, Large, 2010

Difficulty: MBA/Postgraduate

Length: 15 pages

9B09M003

Student Cars PTY Ltd.

Elizabeth M.A. Grasby, Marsha Watson

Publication Date: 09/09/2011

Revised Date: 09/09/2011

Teaching Note: 8B09M0

Three MBA students at Bond University in Australia form a partnership in 2006 to rent vehicles to international students studying in Australia for short periods of time. The partnership operates by capitalizing on each partner's key competency. When one of the partners is offered a promising position by a large company, the partners are faced with losing one of the company's key players and must make several decisions that will change the direction of the business.

Issues: Industry Analysis; Strategic Planning; Valuation; Sensitivity Analysis

Disciplines: Entrepreneurship, General Management/ Strategy, International

Industries: Other Services

Setting: Australia, Small, 2006

Difficulty: Introductory

Length: 10 pages

9B10M026

Women's Tennis Association in Asia - But Where? (A)

W. Glenn Rowe, Sharda Prashad

Publication Date: 10/25/2010

Teaching Note: 8B10M26

In 2007, the Women's Tennis Association (WTA) was facing a saturated market for women's tennis and identified the emerging middle-class in Asia as a growth area. The chief operating officer (COO) of the WTA was faced with a dilemma: He had to decide the new location of the Asian regional office of the WTA and present his recommendation at both the next board meeting and the WTA Global Advisory Council. The COO's presentation had to include the rationale for the chosen location and a strategy to increase the sport's popularity in the Asian market. With several cities to choose from, the COO had to weigh the pros and cons of each to present the most logical choice.

Issues: Emerging Markets; Market Strategy; Location Strategy; Government and Business

Disciplines: General Management/Strategy, International

Industries: Arts, Entertainment, Sports and Recreation

Setting: Asia; United States, Medium, 2007

Difficulty: Undergraduate/MBA

Length: 11 pages

9B10M027

Women's Tennis Association Comes to China - But Who? (B)

W. Glenn Rowe, Sharda Prashad

Publication Date: 10/25/2010

Teaching Note: 8B10M26

In 2007, the Women's Tennis Association (WTA) was facing a saturated market for women's tennis and identified Asia as a growth area. Subsequently, it

committed to opening a regional office in Beijing but was unsure how to approach staffing the local office. The dilemma revolved around the intricacies of determining the appropriate mix of local employees and expatriates. The goal of the staffing plan was to achieve a quick, efficient and lasting presence to successfully bring women's tennis to a developing market. The chief operating officer realized that it was no small task to analyze all the different factors to determine the best mix of employees.

Issues: Emerging Markets; Government and Business

Disciplines: General Management/Strategy, International

Industries: Arts, Entertainment, Sports and Recreation

Setting: Asia;United States, Medium, 2007

Difficulty: Undergraduate/MBA

Length: 8 pages