NEW ORGANIZATIONAL BEHAVIOUR & LEADERSHIP CASES
Fedore Cooperative: Effective Conflict Resolution and Decision Making
Claudia Sanchez Bajo; Jamie Campbell; Kaye Grant; Nora Russell;

In December 2009, Fedore Cooperative (Fedore), a worker cooperative in a major city in Western Canada, was at a critical juncture. A general meeting comprising all members had been convened to resolve conflicts that had been brewing for some time and threatening the survival of the business. The members were inspired by the ideals of participation and equality, and had always made decisions based on consensus. Unfortunately, they had become deeply split over the poor financial performance of the business. There was a fundamental disagreement between two influential members about how to solve their problem. The situation had stalled their cooperative decision-making process, and Fedore’s future was at risk. The question was how to present the issues so that Fedore’s members could come to a consensus about how to work their way through the problem and find a solution.

Publication Date: July 20, 2017
Discipline: Entrepreneurship; Organizational Behaviour/Leadership;
Issues: mediation, diversification, cooperatives
Industry: Retail Trade;
Setting: Canada, Small organization, 2009
Difficulty: Undergraduate/MBA
Learning Objective: This case is suitable for senior undergraduate and graduate courses on cooperative studies, general business studies, and courses related to the social economy, social enterprises, and business management. Instructors can focus on one or more of the following key learning objectives in this case:
Understand the basics of the cooperative model of business organization, and how it differs from other business forms.
Recognize, specifically, what a worker cooperative is and the importance of organizational fit with member values.
Consider decision making in a collaborative environment, including how facilitation and mediation can help resolve group conflicts.
Analyze business diversification and the challenges for organizations that are contemplating diversification.

Ingersoll Rand: Creating Effective Engineering and Technology Centres (A)
Rahul Chandra Sheel; Neharika Vohra;

In 2012, Ingersoll Rand India added the position of senior director of engineering for its engineering and technology centres, which were originally established to support the product development activities of the company. The new position was established to lead the currently low-performing engineering and technology centres to a new, more efficient and effective path. Projects had been missing their delivery targets, and there were major differences in the understanding of the requirements among the strategic business unit teams. This all led to continuous changes in deliverables and resulted in customer dissatisfaction. Key employees were unhappy, and some high-performing team members had left the organization. The new senior director of engineering needed to assess the situation and determine whether he had the right organizational configuration to grow and sustain the engineering for its engineering and technology centres in Ingersoll Rand India. The case comprises two parts: Part A describes the challenges faced by the organization overall, and Part B discusses the progress between 2012 and 2015.

Publication Date: July 20, 2017
Discipline: Organizational Behaviour/Leadership; International;
Issues: alignment, design, talent, change
Industry: Manufacturing;
Setting: India, Large organization, 2012
Difficulty: MBA/Postgraduate
Learning Objective: The case can be taught in various courses, including organizational change, strategic human resource management, and project management (to emphasize the relationship of process with organizational issues). After completion of the case, students will be able to understand the challenges that multinational organizations face when dealing with emerging market scenarios; apply systems theory tools such as the star model for the alignment of structure, process, rewards, and people with the strategy; and understand the alignment of business units and innovation centres in organizations.
In the spring of 2016, the chief executive officer of Agoda Company Pte. Ltd. (Agoda), a subsidiary of The Priceline Group, Inc., wanted to transform the firm’s human resource practices using data analytics. The idea was not just to get more data, but to use this data to help managers gain insights to make better decisions. The three main focal areas of this exercise were recruitment, performance evaluation, and compensation. As key executives worked at transforming Agoda into an organization that emphasized people and development, they faced various challenges related to collecting, managing, and leveraging large volumes of data.

**Publication Date:** July 19, 2017  
**Discipline:** Organizational Behaviour/Leadership; Entrepreneurship; International  
**Issues:** data analytics, human resources, leadership, organizational design  
**Industry:** Information, Media & Telecommunications  
**Setting:** Thailand, Large organization, 2016  
**Difficulty:** Undergraduate/MBA  
**Learning Objective:** This case has been designed for use at both the undergraduate and graduate level, and can be used in courses on human resources management, organizational culture, organizational design, data analytics, change, and leadership. Following the case discussion, students should be able to do the following:  
Identify the different ways that behavioural trace data can be used.  
Assess the effect of organizational culture on organizational functions and management practices.  
Analyze the downside of people analytics.  
Identify the difficulties in implementing new systems.  
Discuss the balance between the need for transparency and the need for privacy.  
Understand and work to overcome issues that arise from converting human resources strategy to practice.

**Apigee: People Management Practices and the Challenge of Growth**  
*Ranjeet Nambudiri; S. Ramnarayan; Catherine Xavier;*

In late 2015, Apigee, a fast-growing technology firm, faced competitive pressures. It needed to scale up rapidly, which included hiring additional staff. At the regional office in India, some members of the senior leadership team wondered whether the company would need to modify its human resources practices. The firm had been operating in a unique organizational culture that encouraged employees’ openness and freedom, in keeping with its core values of passion, a bias for action, and respect. How could Apigee integrate its unique culture with the organization’s growth plans? The senior leadership team needed to decide how Apigee could retain its personalized approach, culture of freedom, and high levels of employee empowerment, as the company expanded both in size and scope.

**Publication Date:** June 28, 2017  
**Discipline:** Organizational Behaviour/Leadership  
**Issues:** human resource management, culture scalability, employee empowerment, employee engagement  
**Industry:** Information, Media & Telecommunications  
**Setting:** India, Medium organization, 2015  
**Difficulty:** Undergraduate/MBA  
**Learning Objective:** The case is suitable for MBA and executive MBA classes in talent management or strategic human resource management. Students will discuss the scalability of converting human resources strategy to practice.
people management practices in relation to talent acquisition, performance management, training, career management, and employee reward systems. The case can also be used to illustrate the role of human resource management practices in supporting organizational goals. The case has four primary learning objectives:

To examine innovative people management practices and their significance as differentiating factors and a source of sustained competitive advantage.

To examine how human resource activities can be designed to support an organization’s core values.

To evaluate strategies for scaling up people management practices that rely heavily on personalization and empowerment.

To critically analyze the role of leadership in driving innovation.

9B17C023

Deloitte and KPMG: The War for Talent
Sanjeev Prashar; Amitabh Deo Kodwani; Mukesh Kumar;

In 2016, India witnessed an intense war for talent acquisition in consulting when Deloitte Touche Tohmatsu India LLP (Deloitte) poached 20 partners and their teams—around 300 people in total—from KPMG India (KPMG). Deloitte offered a higher compensation to attract KPMG executives and lured partners with a salary jump in proportion to the number of team members they could bring from KPMG. The rivalry between the firms was fuelled by their desire to challenge Ernst & Young Global Limited, the market leader, which had 125 partners in its advisory vertical. This was the biggest poaching attempt in the industry since 2011 and the third time in the span of a year that KPMG partners had quit to join rival companies. For KPMG, it was a big blow, as the company lost many partners from the vertical that was leading its growth globally. KPMG management was now confronted with the challenge of defending against any such future poaching attempts by its competitors and retaining existing employees. The firm needed to engage its existing employees and boost their motivation to avoid further damage.

Publication Date: June 28, 2017
Discipline: Organizational Behaviour/Leadership; International;
Issues: poaching, raid, employee engagement, employee retention, talent management, consulting
Industry: Professional, Scientific, and Technical Services;
Setting: India, Large organization, 2016
Difficulty: MBA/Postgraduate
Learning Objective: This case focuses on employee engagement, and can be used in courses on human resource or talent management in management programs at the postgraduate level. After working through the case and assignment questions, students should be able to do the following: Describe the dynamics of the talent market in the light of cutthroat competition.
Explain the nuances of poaching and raids in a human resources context.
Propose strategies companies can use to retain employees and stop attrition.

9B17C021

Sushma Industries: The Gordian Knot of Compensation Design
Debolina Dutta; Munwari Padmanabhan;

Sushma Industries Private Limited (SIPL) wanted to accelerate its growth after two decades as a small enterprise. Enabling growth required having the right talent in place, by first attracting these employees, and then evaluating and appropriately rewarding their performance. The new chief executive officer hired a human resources specialist to design and implement a compensation structure to recognize the changing competitive environment and to align SIPL’s human capital strategy with the organization’s strategic goals. The human resources specialist faced the challenges of establishing a new compensation structure in a growing organization, timing the change appropriately in the organization’s growth journey, and aligning and positioning it to fit within the current organizational and industry context.

Publication Date: June 19, 2017
Discipline: Organizational Behaviour/Leadership; Entrepreneurship;
Issues: compensation strategy, reward design, compensation and benefits, change management
Industry: Manufacturing;
Setting: India, Small organization, 2016
Difficulty: Undergraduate/MBA
Learning Objective: The case is suitable for undergraduate, MBA, postgraduate, and executive education core courses in organizational behaviour and human resource management. It is also suitable for elective courses on compensation and benefits, strategic human resource management, and change management. The case offers students the opportunity to understand the importance of aligning a compensation reward strategy with an organization’s strategic positioning and core capabilities, and with the existing organizational, industrial, and environmental contexts; follow a step-by-step approach to setting up and administering a new compensation and total rewards structure within an organization; and experience the challenges of revising compensation structures and addressing the associated change management issues.

9B17C019

Eco Tasar Silk: Sales Force Calling It Quits
Sushmita Waraich; Ajay Chaturvedi;

In 2016, the managing director of Eco Tasar Silk Private Ltd., an organization that sold handloom Tasar silk products created by low-income artisans in rural, underdeveloped areas of India, faced issues with his sales team. The managing director’s dedication and perseverance, coupled with his past experience in a non-governmental organization in a similar field, had helped his company grow quickly over a short period of time. However, as the company scaled up operations, members of the sales team appeared to be either unconvinced of the company’s business model or insufficiently competitive to ensure the business’s sustainability. How could the managing director identify and recruit sales professionals who both understood and supported the business’s unique value proposition and were sufficiently sales-oriented to ensure the business’s longevity?

Publication Date: May 08, 2017
**Discipline:** Organizational Behaviour/Leadership; Entrepreneurship

**Issues:** social enterprise, sales challenges, business model, retention

**Industry:** Manufacturing

**Setting:** India, Small organization, 2016

**Difficulty:** Undergraduate/MBA

**Learning Objective:** This case is suitable for undergraduate, MBA, and postgraduate courses in entrepreneurship (as an introduction to social entrepreneurship), human resources (with specific focus on employee retention), and marketing (with a specific focus on social enterprises). After completion of the case, students will be able to introduce the concept of social entrepreneurship with an emphasis on social enterprise; understand the dynamics of the human aspects of marketing and sales in the environment of social entrepreneurship; discuss solutions to the challenges faced while ensuring sustainability by meeting the dual objectives of creating a social impact and being profitable; and develop suitable strategies for motivating and retaining employees in a social enterprise.

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**9B17C017**

**Ratan Tata: Ethical Leadership**

Ashok Dua; Sumita Rai;

Ratan Tata began his journey with the Tata group on the shop floor of the Tata Iron and Steel Company Limited and eventually rose to become chairman of the Tata group—a conglomerate with operations in more than 80 countries across six continents. Known as a value-based, principled, and visionary leader, Ratan Tata helped the Tata group grow immensely over two decades of leadership. When he retired in 2012, he passed the leadership to a new chairman. However, four years later, on October 24, 2016, the Tata Sons board, which controlled the Tata group, decided to replace the chairman. His ousting led to a public clash over ethics and corporate governance at the top of the Tata empire. Ratan Tata was asked to return as interim chairman and help find a new successor. How could he succeed in this task and help the Tata group retain its glory, without compromising its values and beliefs?

**Publication Date:** April 28, 2017

**Discipline:** Organizational Behaviour/Leadership; International;

**Issues:** ethical leadership, values, ethics

**Industry:** Manufacturing

**Setting:** India, Large organization, 2016/2017

**Difficulty:** Undergraduate/MBA

**Learning Objective:** This case is suitable for undergraduate and graduate students and executives in courses on strategy and leadership. The case focuses on organizational behaviour issues, specifically in relation to values, ethics, and leadership. After completion of the case, students will be able to evaluate the strategic action plan of a large conglomerate that is expanding globally; consider the nature and role of core values in an organization; discuss human and cultural values, and how they lead to differences in organizational and employee behaviour; and discuss the nature of ethical leadership and ethical leadership characteristics.

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**9B17C016**

**Powertech India: Redesigning Workforce Composition**

Bishakha Majumdar; Rudranil Chakraborty;

In February 2013, the vice-president of human resources at Powertech India Private Limited (PowerTech India), was in his office at the company’s Gurgaon headquarters studying the organizational chart of his firm with interest. In his seven-year tenure with the company, he had watched the organization grow considerably. What he loved most about his job was the company’s commitment to follow best practices in human resources management and the people-oriented approach that made the work a creative, feel-good, and dynamic process. In this highly competitive power sector, expansion had been the catchphrase of the organization as it strove to carve a niche for itself; now retention of talent was more crucial than ever. But after meeting with PowerTech India’s managing director, the vice-president wondered if the expected turbulent times required a reconsideration of the company’s key human resource policies, which had become a hallmark of the organization. Redesigning the workforce at PowerTech India would be a delicate balancing act.

**Publication Date:** April 28, 2017

**Discipline:** Organizational Behaviour/Leadership; Entrepreneurship

**Issues:** workforce design, strategic human resources management, performance appraisal

**Industry:** Utilities

**Setting:** India, Medium organization, 2013

**Difficulty:** MBA/Postgraduate

**Learning Objective:** This case is suitable for graduate programs in courses such as strategic human resource management, human resources planning, and people analytics, covering topics including workforce design and performance appraisals. After completion of this case, students will be able to demonstrate the process of workforce design and identify its determinants; discuss the interaction between organizational strategy and HR management; and compare workforce design considerations in a static environment with those of a dynamic environment.

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**9B17C018**

**The Awethu Project: Values-Driven Decisions for Profit and Social Impact**

Charlene C. Lew;

The Awethu Project (Awethu) was a South African-based social enterprise that operated as a venture capital and investment firm for small, medium, and micro-sized enterprises. The company was widely acknowledged for its social mission of creating jobs and benefiting society while maximizing profit. In March 2016, Awethu’s leaders signed an agreement with a prominent South African corporation, which could allow Awethu to operate within a higher segment, bringing the company closer to fulfilling its strategy. But Awethu continued to wrestle with a number of challenges, such as its socioeconomic environment and strategic focus decisions, and the question of how to continually attract capital and deliver on the company’s vision. Finding themselves at an important moment in their company’s history, Awethu’s leaders considered how the new partnership could help Awethu address these looming challenges, while creating sustainable profit and value.

**Publication Date:** April 28, 2017
Discipline: Organizational Behaviour/Leadership; Entrepreneurship; International; 
Issues: social entrepreneurship, social impact, leadership, youth development, talent development 
Industry: Other Services; 
Setting: South Africa, Small organization, 2016 
Difficulty: MBA/Postgraduate 
Learning Objective: This case integrates principles from multiple business disciplines and is, therefore, best suited for students in postgraduate and executive courses. It may be used in programs dealing with strategic decision-making and leadership, as well as organizational behaviour and organizational design. The case will show students how their own values drive their decisions, and how individual values, organizational mission and strategy, and different paradigms about the purpose of companies can influence strategic decisions. The key learning objective of the case is to demonstrate how leadership values influence strategic focus within the context of profitability and social impact. The case focuses on values-driven decision making, aligning decisions and values to the company’s mission, and shared value solutions in the context of social change. 

9B17C014 
Huayi Compressor Barcelona: Post-Acquisition Challenges 
Yingying Zhang; Adoración Alvaro-Moya; 
Huayi Compressor Barcelona, S.L. was founded in 2013 when Huayi Group (Huayi), a Chinese state-owned enterprise, acquired Cubigel Compressors, S.A., a bankrupt Spanish industrial enterprise. While labour complications and other difficulties developed during the acquisition process, Huayi successfully managed the transition in May 2013. Despite this initial achievement, challenges related to the recovery of productivity, markets, and profitability continued. In January 2014, the general manager of Huayi Compressor Barcelona, S.L., who managed the transition, received a request to return to Huayi headquarters in Sichuan, China. From his Barcelona office, he grew concerned about several challenges: Who would be the right successor for his position? What strategy did Huayi need to consolidate its internationalization process? What knowledge could he transfer to China for future international strategies? 

Publication Date: April 03, 2017 
Discipline: International; Organizational Behaviour/Leadership; 
Issues: emerging market multinational, international acquisition, Chinese state-owned firm, Spanish industry, cultural difference, management integration, global challenge 
Industry: Manufacturing; 
Setting: Spain; China, Medium organization, 2013 
Difficulty: Undergraduate/MBA 
Learning Objective: The case is suitable for business training programs at the master’s level, including MBA and executive education programs. It is also appropriate for undergraduate business students. The case is suggested for courses such as international business, human resource management, and strategic management. After analyzing and discussing the case, students should be able to understand the dilemmas a company faces when planning and implementing an international acquisition, in particular, when a multinational from an emerging country enters a developed country; appreciate the basic tensions that arise after acquisition when managing an international subsidiary in a different culture; and analyze the strategic tensions between global and local integration for an emerging market multinational in its global expansion process. 

9B17C013 
Working Cross Culturally: Forget "Business as Usual" 
Lynn Imai; Kanina Blanchard; 
In 2006, Sophia Tannis, a 36-year-old professional with the U.S.-based multinational company CPA Solutions (CPA), who had worked internationally for many years, was asked by an influential leader at corporate headquarters in the United States to inject herself into a business-critical situation in Moscow. An established local competitor had been using various methods to damage CPA’s reputation in Moscow, and Tannis had to decide between employing the usual approaches expected by her leaders—involving the courts, media, and outreach to customers—or taking a more informal, relationship-based approach, as her Moscow-based counterpart encouraged. Tannis had to make a choice that could impact the company’s credibility, and she had to choose 

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between strategies that were successful in North America and Europe and those proposed by her local advisors.

**Publication Date:** March 31, 2017  
**Discipline:** Organizational Behaviour/Leadership; International  
**Issues:** cross-cultural; networks, leadership; preparation  
**Industry:** Other Services  
**Setting:** Russia; United States, Large organization, 2006  
**Difficulty:** Undergraduate/MBA  
**Learning Objective:** This case is suitable for use in undergraduate and graduate courses in leadership, organizational behaviour, human resources management, and international business. After working through the case and assignment questions, students will be able to explain the complexity of working internationally and cross-culturally; identify the role of stereotypes, culture, nationality, and gender (as examples) in working cross-culturally; demonstrate the value of preparation in dealing with issues and crises that span locations, cultures, and legal and political systems; understand the value and importance of networks and relationships in leadership decision making; and understand how a leader’s character influences success or failure in cross-cultural assignments.

9B17C012  
**Midea Group: Founder to CEO Succession**  
*Ziqian (Stella) Zhao; Jean Lee;*

Midea Group Co., Ltd. was a white goods empire built by its Chinese founder over several decades; consequently, the Midea brand led the home appliance industry in China. In August 2012, the 70-year-old founder and chairman retired as board chairman. The founder’s chosen successor was a 45-year-old professional manager and the former chairman and chief executive officer of one of Midea Group’s firms. This manager faced a grim situation as he took over the position: business performance was plummeting, Midea Group was urgently in need of a strategic transformation, senior management would likely resist taking orders from him, and, at a basic level, the organization was overstaffed and ineffective. In addition, many senior managers felt that the founder’s son would have been a better choice as successor to his father, following Chinese cultural traditions. The manager knew that changes would be necessary to help Midea Group thrive, but such changes were complicated by complex organizational structures and the countless subcultures caused by Midea Group’s former growth-oriented focus. How could the company successfully navigate this succession process?

**Publication Date:** March 09, 2017  
**Discipline:** Organizational Behaviour/Leadership;  
**Issues:** Incentive, professional manager, succession, appliances  
**Industry:** Manufacturing  
**Setting:** China, Large organization, 2012  
**Difficulty:** MBA/Postgraduate  
**Learning Objective:** This case is suitable for an elective course in an graduate program, or for an executive education course that addresses family business and succession planning. The main learning objectives of the case are to do the following: Understand the pros and cons of family executives versus professional executives. Analyze the succession decisions of a founder, including the choice of the right person and how to structure family business relationships to address corporate governance issues. Compile a list of preparatory steps that a founder should take before any succession in order to mitigate the disadvantages of handing the business over to a professional manager. Examine and assess the position of a professional executive when facing the controlling family and the management team of a family business.

9B17C011  
**Schneider Electric India: Leadership Challenges**  
*Abinash Panda; Anshul Jain; Samir Mishra;*

In May 2015, the new director at Schneider Electric’s plant in Rudrapur, India, faced a challenging situation. The company had an ongoing struggle with quality issues and consistently missed its production targets. From a human relations perspective, employee engagement and morale were low and the shop-floor workers had very little respect for the plant’s management team. The new director quickly launched a program of human resource initiatives aimed to turn the plant around, but in the midst of his efforts, a sister plant submitted a high-volume order that seemed well beyond Rudrapur’s production capabilities. Against the advice of his superiors, and in the face of some resistance from his staff at the plant, the plant director accepted the order and used an adaptive leadership approach to implement several plant-level changes in the production processes at Rudrapur. While the team had made a lot of progress in improving the overall function of the Rudrapur plant, there was still a long way to go and a huge production hurdle to be crossed. Were the director’s interventions likely to succeed? Should he adopt a different approach to meet the challenges?  

Resolve conflict and deal effectively with resistance to change.
Drishti Eye Centre: Managing a Sales Force
Rajeev Kumra;

As a small-scale hospital located in the city of Faridabad in northern India, Drishti Eye Center (Drishti) had recently expanded its operations by diversifying into pharmaceutical sales. The founder and managing director of the hospital soon faced conflict among the members of his sales force when a young sales representative received a poor performance evaluation, which he viewed as unfair. In response to this situation, the salesman decided to join a union, a move that was completely unprecedented at Drishti. Facing a high-performing team that now found itself operating in a hostile environment, the hospital’s director had to decide how best to manage the conflict.

Publication Date: March 01, 2017
Discipline: Organizational Behaviour/Leadership; International; Entrepreneurship;
Issues: sales force management, sales force team conflict, sales force evaluation, distribution management
Industry: Health Care Services;
Setting: India, Small organization, 2015
Difficulty: Undergraduate/MBA
Learning Objective: This case was written to help students develop their analytical and decision-making skills with regard to sales force evaluation. It identifies a variety of issues in the sales force environment, including union representation, team conflicts, and power dynamics between superiors and subordinates. This case can be used to discuss the following issues especially in an Indian context: objective and subjective evaluations of a sales force distribution structures and management characteristic features of the pharmaceutical market

GACL: Balancing Employee Satisfaction and Productivity
Kanupriya Katyal; Jagrook Dawra;

Gujarat Automotive Corporation Limited (GACL) was an Indian manufacturing company that made bus bodies. The firm was a subsidiary of Tata Motors Limited, from which it received most of its orders. Under the leadership of its latest managing director, GACL had emerged from tumultuous times, and became profitable again by focusing on productivity and cost-cutting measures. However, the company’s board felt that these improvements came at the cost of employee satisfaction. Accordingly, on the board’s insistence, GACL instituted an inquiry into employee satisfaction levels. The results of the survey were somewhat better than expected, but the managing director wondered whether the survey was enough. How could he turn the survey results into concrete actions for GACL? Could he do so without compromising productivity?

Publication Date: March 01, 2017
Discipline: Organizational Behaviour/Leadership; International;
Issues: employee satisfaction, trust, fairness, satisfaction survey
Industry: Manufacturing;
Setting: India, 2016
Difficulty: MBA/Postgraduate
Learning Objective: The case can be used to understand the factors and theories that drive employee satisfaction. In particular, students will learn about the following: Managing and measuring employee satisfaction Understanding the relationship between employee satisfaction, trust, and fairness Balancing employee satisfaction and productivity