

# CASES IN MANAGEMENT

Editor:

**Dr. S.W Deshpande**

**Dr. Vijaya Puranik**



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**Dr. S.W Deshpande**  
Ph.D., Behavioural Scientist

**Dr. Vijaya Puranik**  
Director, Sinhgad Institute of Management and Computer Application  
Pune.



**Publisher:** S. R. P. Publication

**Website:** [www.ijamrsd.com](http://www.ijamrsd.com)

**Email:** [srppublication@gmail.com](mailto:srppublication@gmail.com)

**Contact:** 7387038026, 7249645344

**Year:** 2024

**MRP:** 190 /- INR

**ISBN:** 978-81-963044-8-5

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**[PRINTED IN INDIA]**

## **ABOUT THE BOOK**

The book is titled as 'Cases in Management'. The authors of this book have been teaching the Management Students for the last 25 years in different Management Institutes. It was observed that the Management students are very weak in analyzing the incidents and the Cases. The authors do not want to blame the students for this only because there was no exposure to them about the problems, the organizations are facing. The students have never faced them and therefore they are not able to find out the solution of the problems.

Though, Case Study is a full-fledged course of the management syllabus to the best of our knowledge, there is no good book written by an Indian author on Case Analysis. The students are therefore groping in the dark. A model of SWOT analysis is recommended but the Management students do not know how to identify the Strengths, Weaknesses, Opportunities and Threats (SWOT). Our observation of the management students is that they simply repeat the content of the case and/or write the answers of the questions given at the end of the case. This misunderstanding is to be removed forthwith.

In a case study, the trainers' or teachers' role is minor. It is for the group of 5-6 students who should sit together and find out the problem of the case and to suggest the immediate and the permanent solutions of the case. With due regards to faculty of Management, the authors observed that they do not give much emphasis on the Methodology of case analysis and let the students find out the problem/s of the case and suggest the way how to write the case analysis.

Since Dr. Deshpande have been teaching the course for the last ten years, he thought that he should develop a model of case analysis which would be easy to understand, he therefore, took up this challenge. The matter of the book is divided into three parts. The first one is the Introduction to the length and the breadth of the case and the incidents. The first two chapters cover this. The third chapter is about, the Models of case analysis, the SWOT or WHATs UP model and also the Model designed by Dr. Deshpande for the management students. The fourth chapter consists of ten case, some of them are Incidents. Some are long cases, covering about three to four pages. He could see the plight of the students and therefore, developed a step by step model for writing the case.

The fifth chapter covers the analysis of the ten cases written in the fourth chapter. This is based on actual practice given to the students by using a flip Chart Board. The initial 20 minutes are spent in describing the problem of the case and then write the final case analysis. Actually, this is a small group activity. Dr. Deshpande took his postgraduate students of Psychology of the University of Pune to IIM, Ahmedabad and asked them to see how the students analyze the case and discuss it. The next day the students are expected to present in the class and the other students offer their comments. The comments are taken into consideration and the case analysis is revised. The whole process proved to be an eye-opener for the Psychology students.

When the authors were teaching the students of Sinhgad Institute of Management (SIOM), they have given a trial of this model and could see that the students did not have any difficulty to grasp the model and the students could promptly solve the case. The students should be on their own to solve the case and also write its analysis. The students followed the steps which are recommended for the use of the model. The authors were impressed by the students' performance which gave them an inspiration to follow the model.

This prompted the authors to help the students by writing a book on case analysis which was a necessity for the students of management. This was the second part of the book.

In order to test whether the students can follow the model the authors have given 10 cases in the third part of the book. The Pune unit of TELCO arranged a programme of case analysis in a small hill resort for their managerial staff. Dr. Deshpande taught them this model and asked them to solve the cases which they brought from their organization. He got a good feedback from the Managers of TELCO and after the programme was over, they requested him to associate with their training unit. He accepted their offer. It did not stop here. They requested him to have the programs on Case Analysis and Management Games at Chennai and Bangalore. He conducted about 5 programs there.

This gave Dr. Deshpande another boost. He has written a case titled "Cry of the dead body and presented it in a conference of IIPA for which he got an award.

## **ACKNOWLEDGEMENTS**

To write a book on Case Analysis was an uphill task for me, it's because of two reasons. The first one is no Indian author has written a book on case analysis and the second reason was that there are a few references here and there in the books on Research Methodology. To plunge into this field was a challenge since there was only one model of case analysis and that was SWOT which was extremely difficult to understand. The students of management could hardly understand what are strengths, weaknesses, opportunities and threats of a case and none has explained to the students by taking an example of a case and tried to analyze it. The management students were groping in the dark so far as SWOT model was concerned. I thought that a simple model of case analysis be available and therefore I plunged into this task of developing a simple model of case analysis. It is a step by step model.

I started collecting the information from books on RM and the HBR journals and completed the task of writing an easy book and also a model. The first draft was ready for typing. Let me confess here that I am very weak in this aspect. My granddaughter, Saniya volunteered to type a major portion of my book despite her busy schedule of studying for her postgraduate studies coupled with training the young girls in dancing. I have no words to thank her. Because of her help my draft could see its transformation into a book. Hats off to her. My grandson, Piyush, a wizard in computer technology helped me by solving my difficulties whenever my laptop could not help me. He came all the way from US to spend his holidays with his school/college friends. I feel guilty for stealing his time. My daughter Vijaya helped me by giving tips of management which will go a long way with me whenever I plunged into taking up a challenging job. The last but not the least, to mention my wife, Asavari of taking a full control of the Kitchen and also giving me some valuable tips in Yoga. Words will fall short for expressing my gratitude for her.

My students have been my strength all through.

- S. W. Deshpande

My father Dr. S.W Deshpande, with whom I have the honour to co-author this book, has always been an inspiration to me in academics, teaching, self development and research. As such even a small contribution, which I could make towards writing a book alongwith him has been a life changing experience for me. This is my second book alongwith him. Previous was on “Organisational Behaviour” which is a subject for which I have yet to meet a better teacher than Dr. Deshpande. His conceptual clarity and way of teaching was such that once a student learns from him it is a learning which stays for life, not only conceptually but also in application.

My mother Dr. Asavari has been my main motivator throughout life who keeps telling me ‘You can do it’. My mother-in-law Mrs. Shalini is a constant supporter of my academic career and has been always encouraged me for all developmental aspects of my career. My son Piyush and my daughter Saniya are always there to help me in my technical difficulties and have put up with my career and accommodated my schedule when I could not give them as much time as me, as a mother would wish to give. I would like to thank them for their understanding.

Last but not the least I thank my Ph. D Guide and mentor Dr. Apoorva Palkar and Prof. M.N. Navale, President Sinhgad Institutes, my workplace, who gave me the opportunity in academics with the backing and support to explore my potential, which has been one of the major reasons due to which I have achieved heights in academics in my life.

- Dr. Vijaya Puranik

## **CONTENTS**

<b>Chapter No.</b>	<b>Title</b>	<b>Page No.</b>
1	Methods of Training	1
2	Case Study	7
3	Models of Case Analysis and Analytical Tools	18
4	Cases and Incidents Analysed	24
5	Cases for Analysis	62
6	Preparing A Case Study and Case Writing	71
7	Summary and Conclusions	75





# The Editors

## Dr. S.W Deshpande



Obtained the Post graduate degree and the Doctorate in Psychology. Retired as the Head of the Department of Psychology, University of Pune, in 1997. A long teaching experience of 40 years at Nagpur and Pune. A college scholar and King Edward Memorial scholarship holder. Guided a number of Ph.D's in Psychology. Presented a number of papers in National and International Journals and conferences. Conducted more than 100 training programs for the corporates, Government organisations and public sector undertakings.

Published a dozen books in Marathi on various topics of Psychology and also books on Organisational Behaviour and HRD instruments, in English. Developed an Indian model on Leadership and presented it in the European Psychology conference held in Ireland. Delivered lectures in Iran on Stress management and Change Management. Conducted training programs on Teambuilding and Stress management in London. Visiting faculty to various management Institutes in Pune. A consultant in the area of behavioural sciences. Area of specialisation are organisational behaviour, HRD instruments and assessment, Research methodology, statistical data analysis and Human resource management.

## Dr. Vijaya Puranik



Dr. Vijaya is currently working as the Director of Sinhgad Institute of Management and Computer Application, Narhe, Pune. She has done her graduation in Electronics from Fergusson College, Pune and Masters in Applied Physics from Dept. Of Physics, University of Pune. Having completed her Masters in MMS and later MPM from the Pune University, she has since pursued a teaching profession in Management for 25 years first in SIOM and later in SIMCA as a faculty for MBA, and as a Director in Sinhgad Business School for 5 years.

Her Doctoral work, from S.N.D.T University, Mumbai, has been done in 'Analytical study of Leadership in Diverse Organizations'. She is a Certified Psychometric Testing Professional, Certified Assessment Center Analyst and Certified Organisational Development Professional from Carlton Advanced Management Institute. Dr. Puranik is a registered guide for Doctoral work in Pune University and also a Board of Studies member of Pune University. She is a member of the Advisory Cell of Maharashtra Centre for Entrepreneurship Development (MCED), Pune. Her areas of interest are OB, HRM, OD, Personnel administration, Emotional Intelligence, Performance Management. She has designed the Psychometric testing and Counseling activity, for MBA students, which is being conducted for the last 15 years in the Institute. She has been invited as a guest speaker to many Management Institutes and she is also been associated with National Training Institutes like YASHADA, VAMNICOM, CWA (Central Waterworks academy) for the last 15 years and has conducted many training programs for Senior Managers, IAS officers and Managers in the Co-operative Sector. She has 22 Research papers to her credit mainly in the area of Behavioural sciences. She has written a book on 'Human Resource Management' and has also co-authored books on Organisational Behaviour, and Innovation Technology Management. She is a Life member of ISTD, Pune Management Association, Marathi Manas Shastra Parishad and NHRD.

**ISBN : 978-81-969751-8-0**



**Publisher : S.R.P. Publication**

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