



Guru Nanak Institute of Management

Approved by AICTE, Ministry of HRD, Govt. of India

Affiliated to GGS IP University, Delhi

"COGITATION"

CASE STUDY

Session:: 2017-2018

VOL 9

A case study is an intensive analysis of an individual unit (e.g., a person, group, or event) stressing developmental factors in relation to context. The case study is common in social sciences and life sciences. Case studies may be descriptive or explanatory. The latter type is used to explore causation in order to find underlying principles. They may be prospective, in which criteria are established and cases fitting the criteria are included as they become available, or retrospective, in which criteria are established for selecting cases from historical records for inclusion in the study.



"THOUGHTFUL CONSIDERATION"

PREFACE

A case is usually a "description of an actual situation, commonly involving a decision, a challenge, an opportunity, problem or an issue faced by a person or persons in an organization". There is no universally accepted definition for a case study and a case method means different things to different people. Consequently, all the case studies are not structured similarly and variations abound in terms of style, structure and approach. However, an important point to be emphasized is that a case is not a problem. A problem has a unique and correct solution. On the other hand, a decision maker faced with the situation described in a case can choose between several alternative courses of action and each of these alternatives may plausibly be supported by logical argument. To put it simply there is no unique, correct answer in the case study method. Hence, in learning with the case studies, students get a chance to deal with the situations described in the case, in the role of manager or decision maker facing the situation.

At GNIM we have always believed in sensitizing our students through real life examples, brought in the classroom via case studies and the present compilation is an attempt in that direction

INDEX

S.NO.	LIST OF CASE STUDIES	PAGE NO.
1.	POWER AND POLITICS <i>COMPILED BY:-Dr. ARCHANA DESHPANDE</i>	3
2.	Logistics Systems @ Amazon <i>COMPILED BY : DR. ANURAAG MITTAL</i>	4
3.	S B & Decker, Growing with IOT <i>COMPILED BY : MR.NILESH KUMAR DOKANIA</i>	6
4.	Land records securely on a Blockchain <i>COMPILED BY: MS. EKATAGUPTA</i>	11
5.	Case Study Based on Monopoly in a Multinational Firm <i>COMPILED BY :DR. SHIPRA JAIN</i>	14
6.	Corporate Frauds and Scandals <i>COMPILED : MS. MAMTA SHAH</i>	16
7.	IKEA's : Entry into Indian Market <i>COMPILED BY : Dr. SEEMA GIRDHAR</i>	19
8.	Internet of Things Case Study <i>COMPILED BY : Dr. SHUBHRA SAGGAR</i>	21

Power & Politics

EDITED/COMPILED BY

Dr. Archana Deshpande

Mr. X Fashion Fabrics Sales manager eastern region, did not find the performance of Anand Mehta, one of his sales representative, up to the mark. On several Occasions, Mr. X personally discussed with Anand about his various problems, suggesting ways and means so that he might improve his sales performance. During last appraisal meeting, Mr. X said "Anand, I'm not going to let you go if your sales are not upto quota this month."

Anand failed to meet his quota. Mr. X could not bear with the situation and decided to go for further action. He wrote him a letter informing him of his dismissal.

Three days later, Mr. X received a call from Mr.T.K Pant, General Sales Manager,"Mr.X, I want you to put Anand Mehta back on the payroll immediately. You know he is a nephew of Mill Mazdoor Union President.""OK', sighed Mr. X," I 'll see that is done".

Questions

1. What are authority power relationships in this case?
2. What can be the possible impact of these relationships on the functioning of the company?
3. Based on this case, bring out the role of personal power in modern organizations.

Solution

This case of Power and Politics

Logistics Systems @ Amazon

EDITED/COMPILED BY

Dr. Anuraag Mittal

A fascinating segment on *60 Minutes* that aired Sunday took viewers behind the scenes at an Amazon.com shipping facility, which was just as futuristic as it sounds.

Tiny robots known as footers shoved packages off a conveyor belt. And somewhere down the hall, an inventory picker (human, not robot) perused the endless halls, plucking items that shoppers had purchased. Everything was efficient, from the machinery that slapped a black sticker on the boxes to the grouping of products, not by category but space.



Always Be Automating

“As a small business grows, it is critical that they invest whenever possible into automation,” says Cameron Baird, the chief executive of CargoBarn, Inc. A human touch is integral to quality customer service, but “the most efficient companies leverage technology to streamline processes, promote cost savings, and cut down on errors.”

Product temperature, dimensions, weight, required delivery date, availability, location, are key, and costly if things go awry. Since the human brain can only manage so much, investing in WMS/TMS software helps to automate these tasks. Baird also says to

consider outsourcing them to a third-party logistics company like Red Prairie or Transplace.

Build Something Small

Bruce Welty, the chairman and CEO of Quiet Logistics, an order fulfillment company that manages the online inventory and distribution for retailers like Zara, Gilt, and Bonobos, sees the beauty in thinking small.

“As your business grows, you can add to it in a modular way,” he says of his company’s robots, who move racks of merchandise. “In the distribution world, everything is moving at breakneck speed, so it’s hard to make changes. But with this, you can just add to the system and it will continue to operate. If the company changes or grow, we just add to it.”

Make Everything Portable

If you’re going to do fulfillment on a growing operation, you’re going to need more space. Every building has a theoretical limit on its space and it’s really disruptive when you change locations. But if it’s portable, that’s another story.

Keep It Simple

Something both experts agreed on was how effective Amazon has become at making everything simple, and uniform. There is no differentiation across any of the warehouses. You have less software to manage, maintain, and support because everyone uses the same thing.

ANALYSE THE CASE.

S B & Decker, Growing with IOT

EDITED/COMPILED BY

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S B & Decker Inc., an S&P 500 company headquartered in New Britain, Connecticut, is a leading global provider of hand tools, power tools and related accessories, mechanical access solutions, electronic security and monitoring systems, and products and services for industrial applications. The company operates one of its largest tool manufacturing plants in Reynosa, Mexico, which serves the North American market. Opened in 2005, the Reynosa plant primarily manufactures dozens of products, such as jigsaws, planers, cordless drills, floodlights, and screwdrivers for the DeWALT brand and lawnmowers for the Black & Decker brand. With 40 multiproduct manufacturing lines and thousands of employees, the plant produces millions of power tools each year. Managing this scale of production and manufacturing complexity can be a challenge. Like many large enterprises, S B & Decker strives to bring together line-of-business decision makers with experts from Operational Technology (OT) and Information Technology (IT). In order to integrate technology solutions into business operations, the S B & Decker team relies on line-of-business, OT, and IT experts to determine which issues are the most pressing, how to approach these fixes and improvements.

- Implemented Aero Scout Real-Time Location System (RTLS)
- Wi-Fi infrastructure and plant wide Ethernet Results
- Provided 24 percent increase of Overall Equipment Effectiveness (OEE) On the router production line
- Allowed faster decision making because of immediate notifications of any issues
- Reduced labeling DPMO by 16 percent
- Realized labor utilization improvements from 80 to 92 percent
- Provided better labor ergonomics (line layout redesign to reduce excess of motion and repetitive movements) and reduced labor training
- Increased throughput by around 10 percent
- Reduced inventory or material holding costs by 10 percent
- Empowered employees on the line to notify supervisors of product quality problems

• Provided visibility to the line managers to immediately react to line issues and what approaches are best suited for root cause remediation. As part of its continuous improvement strategy, S B & Decker sought to give all the plant managers an equal seat at the table to drive priorities. According to Nick De Simone, Global Vice President of Manufacturing for the Professional Power Tools Division, “Our Company has an international and diverse manufacturing footprint. Better enterprise visibility and access to real-time information are critical to drive faster decision making. The technology proven at Reynosa will serve as the catalyst to achieving similar operational benefits from product to product and from plant to plant in Reynosa.” After management decided on the appropriate solution investment approach, it had to test the new technology based on a highly networked factory floor. The team selected the Reynosa Mexico manufacturing facility and its router production line, which produces nearly three dozen models of router power tools. The line requires quick changeovers and demands that assets be managed efficiently. Questions on transparency of the schedule and production output, updates on quality, and effect of shift changes were all issues management wanted to improve on this complex line. Management at the Reynosa plant understood the potential benefits that real-time production metrics provide to operations and looked to integrate technology with its people to realize aggressive cost savings goals. Case study Cisco public Built for IoT: Gaining production visibility and flexibility As constant connections become more important, companies are relying on the network of physical objects accessed through the Internet to connect people, places, and things, referred to as the “Internet of Things” (IoT). Stanley Black & Decker’s plant in Reynosa is a textbook example of IoT through its fully connected production lines with Real-Time Location System (RTLS), powered by Cisco’s robust wireless network and Aero Scout Industrial’s leading enterprise visibility solutions. The RTLS includes small and easily deployed Wi-Fi RFID tags that attach to virtually any material and provide real-time location and status to assembly workers, shift supervisors, and plant managers. For nearly a decade S B & Decker relied on a Cisco Unified Wireless Network infrastructure to provide a scalable and high-performance networking platform for its Reynosa plant. Having wireless enabled by Cisco throughout the plant meant Reynosa did not have to spend the resources laying the network, but could use those strong connections to better inform its employees and ultimately provide value to its end customers. During the RTLS implementation, management further took advantage of the networked facility by using Cisco access points to offer mobile access to production line information through plant floor managers’ tablets and smart phones. Along with Aero Scout Industrial, the Reynosa plant deployed visual and executable dashboards to keep production floor managers up to the minute, making sure of a high-quality end product that is produced and delivered on time. For example, because the Aero Scout Wi-Fi tag is integrated with the Programmable Logic Controller (PLC) of the quality scale at the end of the line, good and bad production results are immediately sent when the router box is weighed at final test. The RTLS tags, which connect throughout five inventory lines, track production as it happens. This means that floor managers are constantly aware of each line’s output, whether production needs to speed or slow to meet daily targets, and how quickly employees are completing their respective

stages of production. With increased visibility across operations, managers looked to better understand how to remove obstacles preventing the plant from achieving greater efficiency. The results: Measurable business outcomes After the initial implementation was completed, direct cost benefits became immediately apparent. On the router production line, Overall Equipment Effectiveness (OEE) increased by 24 percent, and significant cost savings are already estimated just for one line because labor needs are more clearly defined. According to Mike Amaya, plant manager, Reynosa Operations, “The RTLS solution helps us maintain throughput in the line, which allows us to hit our production targets on time. Any bottlenecks in material flow immediately get identified and addressed.” “With the help of the Cisco and Aero Scout Industrial solution, we are on our way toward realizing our vision of a virtual warehouse and fully connected factory, with complete visibility and traceability.” Detailed information and visibility around inventory also mean S B & Decker offers greater service to customers by providing accurate delivery schedules. Because the company can confidently identify the status and location of its inventory and products, customers also gain detailed insight into the status of their orders. Greater visibility into labor hours has delivered a better understanding of how employees, the company’s greatest asset, are being utilized. As a result, the plant has achieved an estimated 10 percent greater labor efficiency and better use of labor critical resources, improving utilization rates from 80 percent to 90 percent. Amaya describes the benefits IoT has provided: “We now have products and machines talking to the Internet, and we are able to monitor and control production almost automatically.” In addition, the solution has resulted in quality improvements (first-time pass defects per million opportunities, or DPMO, were reduced 16%) and in faster decision making and reaction time. Amaya continues, “Supervisors can now react more quickly because they get notifications of issues much earlier. The improved visibility means you can look at trends and material flow and fix any issues in the middle of the shift.” The Wi-Fi-enabled RTLS solution has truly increased information sharing, driven operational efficiency for Reynosa, and provided managers with the details needed to continue not just to cut costs, but also to maximize production and accelerate time to market. Next steps: Plant wide rollout The Reynosa team will deploy the Cisco and Aero Scout Industrial solution to the rest of the production lines in the factory. In addition, the hope is to use additional tracking capabilities to realize the vision of a completely virtual warehouse where materials and components are tracked seamlessly and can be directly routed to deliver the right materials to any given production line. Gary Frederick, chief information officer, concludes, “With the help of the Cisco and Aero Scout Industrial solution, we are on our way toward realizing our vision of a virtual warehouse and fully connected factory, with complete visibility and traceability.”

Question 1. How IOT enhanced the functionalities of S B & Decker Inc. or SAP service providers.

Solution: Manufacturers and industrialists in every sector have a significant opportunity at hand where they can not only monitor but also automate many of complex process involved in manufacturing. While there have been systems which can track progress in the plant but the

industrial IoT (IIoT) technology provides far more intricate details to the managers. Following areas are being benefited by IOT:

1. Digital/connected factory: IoT enabled machinery can transmit operational information to the partners like original equipment manufacturers and to field engineers. This will enable operation managers and factory heads to remotely manage the factory units and take advantage of process automation and optimization. Along with this, a digitally connected unit will establish a better line of commands and help identify key result areas (KRAs) for managers.
2. Facility management: The use of IoT sensors in manufacturing equipment enables condition-based maintenance alerts. There are many critical machine tools that are designed to function within certain temperature and vibration ranges. IoT Sensors can actively monitor machines and send an alert when the equipment deviates from its prescribed parameters. By ensuring the prescribed working environment for machinery, manufacturers can conserve energy, reduce costs, eliminate machine downtime and increase operational efficiency.
3. Production flow monitoring: IoT in manufacturing can enable the monitoring of production lines starting from the refining process down to the packaging of final products. This complete monitoring of the process in (near) real-time provides scope to recommend adjustments in operations for better management of operational cost. Moreover, the close monitoring highlights lags in production thus eliminating wastes and unnecessary work in progress inventory.
4. Inventory management: IoT applications permit the monitoring of events across a supply chain. Using these systems, the inventory is tracked and traced globally on a line-item level and the users are notified of any significant deviations from the plans. This provides cross-channel visibility into inventories and managers are provided with realistic estimates of the available material, work in progress and estimated the arrival time of new materials. Ultimately this optimizes supply and reduces shared costs in the value chain.
5. Plant Safety and Security: IoT combined big data analysis can improve the overall workers' safety and security in the plant. By monitoring the Key Performance Indicators (KPIs) of health and safety, like the number of injuries and illness rates, near-misses, short- and long-term absences, vehicle incidents and property damage or loss during daily operations. Thus, effective monitoring ensures better safety. Lagging indicators, if any, can be addressed thus ensuring proper redressal health, safety, and environment (HSE) issues.
6. Quality control: IoT sensors collect aggregate product data and other third-party syndicated data from various stages of a product cycle. This data relates to the composition of raw materials used, temperature and working environment, wastes, the impact of transportation etc. on the final products. Moreover, if used in the final product, the IoT device can provide data about the

customer sentiments on using the product. All of these inputs can later be analyzed to identify and correct quality issues.

7. Packaging Optimization: By using IoT sensors in products and/or packaging, manufacturers can gain insights into the usage patterns and handling of product from multiple customers. Smart tracking mechanisms can also trace product deterioration during transit and impact of weather, road and other environment variables on the product. This will offer insights that can be used to re-engineer products and packaging for better performance in both customer experience and cost of packaging.

8. Logistics and Supply Chain Optimization: The Industrial IoT (IIoT) can provide access to real-time supply chain information by tracking materials, equipment, and products as they move through the supply chain. Effective reporting enables manufacturers to collect and feed delivery information into ERP, PLM and other systems. By connecting plants to suppliers, all the parties concerned with the supply chain can trace interdependencies, material flow and manufacturing cycle times. This data will help manufacturers predict issues, reduces inventory and potentially reduces capital requirements.

Land records securely on a Blockchain

EDITED/COMPILED BY

Mrs. Ekata Gupta

Blockchain Technology

Blockchain also referred to as a 'distributed ledger' is a type of database in which transactions are copied to all the computers in a participating network. The information is stored in blocks and given the latest block, all the previous blocks linked together in the chain can be accessed, making the data verifiable and auditable

Features of Blockchain

- a) Participants in the network are used to reach a consensus
- b) Identity is established using cryptography and Digital Signatures
- c) Blockchain is time stamped and programmable
- d) Records are immutable and changing historic records is near to impossible

Business Matters

Non availability of encumbrance free land, non-updation of land records and resistance to joint measurement survey of land records delayed a lot of infrastructure projects in the state. Thus, a solution was required which would enable real time updation of land records (land registration, mutation, maps, boundary limits etc.) for all key stakeholders.

BackGround

Land record management is controlled primarily by three departments, namely, Revenue Department for textual records and maintenance, Survey & Settlement Department for the maintenance of cadastral maps and Registration Department for verification of encumbrances. Since there is slow and minimal interdepartmental communication, the updation of records in any one of the department makes the records outdated in the other. Although the Central Government has addressed the above mentioned problem in their Digital India Land Records Modernization Programme project, the system is yet to be made real time and needs to include other key stakeholders.

India's land record management system is still in a transition phase and Integrated Land Management System is aimed at digitizing the records and improving communication between the silo'd land management departments.

Once the information related to the property (current owner, cadastral survey, among others) is digitized under the current Digital India Land Records Modernization Programme initiative, the same can be put on a blockchain and regulated by certain rules (Regulatory Policies) using smart contracts. This in turn will be helpful to other stakeholders such as banks, courts, real estate agents and buyers who will be able to substantiate the veracity of a particular record in real time.

Benefits

The State Government will be able to reap the following benefits with minimum latency and immutability

- Partition of plots and simultaneous updation of Cadastral Maps
- Reclassification of Land Use
- Correction of Land Records against Appeal cases & Court's Order.
- In the case of mortgaged property, banks and housing finance companies can validate the information and seek correction if there are any differences in the land pledged to them

Solution

emBlock which is based on a Hyperledger Fabric has the following business blockchain components:

- a) Registration and Stamp Revenue Department
- b) Survey and Settlement Department
- c) Revenue Department
- d) External Agencies like Banks, Courts etc

The following information will be accessible to all the participants on the blockchain:

- a) Registered sale deed between the seller and the buyer
- b) Transfer or change of title of property
- c) Updated land related data and maps (as provided by the survey & settlement department)
- d) Data pertaining to the revenue collected
- e) Banks can view land records and buyer's credit worthiness before issuing loans

emBlock which is based on a Hyperledger Fabric has the following business blockchain components:

- **Consensus Layer** - Responsible for generating an agreement on the order and confirming the correctness of the set of transactions that constitute a block.
- **Smart Contract Layer** - Responsible for processing transaction requests and determining if transactions are valid by executing business logic.
- **Communication Layer** - Responsible for transporting peer-to-peer messages between nodes that participate in a shared ledger instance.
- **Data Store Abstraction** - Allows different data-stores to be used by other modules.
- **Identity Services** - Enables the establishment of a root of trust during setup of a blockchain instance, enrolment and registration of identities or system entities during network operation, and the management of changes like drops, adds, and revocations. It also provides authentication and authorization.
- **Policy Services** - Responsible for policy management of various policies specified in the system, such as the endorsement policy, consensus policy or group management policy. It interfaces and depends on other modules to enforce various policies.
- **APIs** - Enables interface between clients, applications and the blockchain

emBlock will have the following identities :

- a. **Certifying Authority System:** A client-server system which is responsible for identity management and supports features such as registration of user and node identities, issuance of enrolment certificates and certificate lifecycle management.
- b. **Peers/Nodes:** Peers play a vital role in performing any transaction, from storing a copy of the ledger; they can also take part in endorsing the transactions based on defined consensus logic. Peers have a logical association to the organization and each organization will need to possess an anchor peer through which other peers communicate.
- c. **Admin:** Each organization will have an admin (a super user who is responsible for user management). The roles and entitlements of the admin or other super users can be created to mimic existing approval workflows within and across organizations.
- d. **Channels:** Channels provide logical access control and can be defined based on use case to restrict participant access. For ex: Channel 1 could run a land records management use case while Channel 2 could run a KYC use case.
- e. **Ledger:** The ledger is a sequenced, tamper-resistant record of all state transitions in the fabric.

Monopoly in a Multinational Firm

EDITED/COMPILED BY

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The Vice Chairman of a firm that enjoys market monopoly is concerned about the entry of a multinational firm in the market. He wants to analyze the brand loyalty for the firm's products. The firm has randomly selected 10 customers and obtained their scores on a brand -loyalty measuring questionnaire. This questionnaire consisted of 10 questions with each question rated on a one to seven rating scale. The scores obtained by ten different customers for five different products are arranged in a randomized block design as shown in Table.

TABLE

Scores obtained by ten different customers for five different products.

Customers	Product A	Product B	Product C	Product D	Product E
1	45	54	58	45	50
2	47	53	59	43	56
3	38	52	60	47	57
4	40	55	55	48	58
5	43	49	53	49	54
6	47	50	54	50	53
7	46	51	52	42	52
8	42	52	60	46	50
9	40	56	57	41	51
10	41	57	59	48	55

Questions

Use a randomized block design analysis to examine

1. Whether the scores obtained for five different products differ significantly?
2. Whether there is a significant difference between the average scores of the customers?

Take $\alpha = 0.05$ as the level of significance for testing the hypotheses.

Corporate Frauds and Scandals

EDITED/COMPILE BY

Mrs. Mamta Shah

The amount of corporate scandals occurring in the recent decades has prompted researchers to consider possible causes. The narcissist theory argues that executives with high levels of self-confidence and narcissism are more likely to commit fraud to maintain a positive image. Some researchers have found the individuals commit fraud simply because they have the opportunity.

Financial frauds share the same three properties: “1)Inability to meet performance expectations, 2)Personal costs-pecuniary or nonpecuniary-of failing to meet expectations and 3)Being able to convince oneself that real performance will improve soon.”

CEOs and CFOs often have little resistance when it comes to managing a corporation. Less resistance can lead to opportunities of financial fraud. Opportunity includes having the power and means to successfully report false information. Upper management generally answers to a Board of Directors (BOD) and stockholders. Although the BOD or stockholders can request to look at financial records at any time, as long as a company is earning money for its investors, most will not question the manager's methods.

Not all corporations involved in financial fraud begin with the intent to deceive. Most scandals occur to maintain current earnings, not create them. Individuals and corporations generally labeled as “good” firms have been found to commit fraudulent activity.

Case Analysis of Top scandals from around the world

1. Enron scandal

The Enron scandal is undoubtedly one of the most famous corporate scandals of all time.

The situation started in early 2001, when analysts questioned the accounts presented in the company's previous annual report. These accounts used a variety of irregular procedures, which made it difficult to work out how the company was making money —

despite it apparently having a foothold in energy, commodities and telecoms among other industries. The SEC began to investigate and discovered that Enron was hiding billions of dollars in liabilities through special-purpose entities (companies it controlled), which enabled it to appear profitable even though it was actually haemorrhaging cash.

Volkswagen emissions scandal

The Volkswagen (VW) emissions scandal — also known as ‘emissionsgate’ and ‘dieselgate’ — started in September 2015, when the US Environmental Protection Agency (EPA) announced that it believed VW had cheated emissions tests.

It turned out that the company had been fitting what some industry commentators described as ‘defeat devices’ to its diesel cars, which included software that would detect when the cars were undergoing laboratory testing and turn on controls to reduce nitrogen emissions. The cars would then appear to comply with the agency’s standards but, in some cases, were actually emitting up to 40 times the nitrogen dioxide limit when driving on the road.

Lehman Brothers

Lehman Brothers filed for bankruptcy in 2008 after falling victim to the subprime mortgage crisis.

The bank had been borrowing significant capital for many years to provide loans to those looking to buy real estate. As a result, it faced a situation where its outstanding loans exceeded its available capital many times over, meaning it would be at risk of collapse if the housing market faced a downturn. To hide this fact, the company used repurchase agreements to disguise ‘at risk’ assets. In effect, this involved ‘selling’ its liabilities to banks in the Cayman Islands with a promise to repurchase them at a later date.

Uber scandal

Uber is no stranger to controversy. In recent years, there have been multiple accusations of sexual harassment at the firm and questions over its ‘stop-at-nothing’ approach to expansion. The latter allegedly saw it using illegal technology to evade law enforcement, poach drivers from competitors and spy on users.

However, it was ultimately accusations regarding Uber’s ‘bro’ culture that proved to be the biggest scandal, and led to the resignation of CEO Travis Kalanick in June 2017. The allegations included complaints that senior members of staff had made sexist jokes, visited a brothel in Seoul, and even sought to discredit a rape victim by accessing her medical records. Even though some were not proven, the claims impacted on the company's reputation and share price.

Apple scandal

The biggest scandal to hit Apple in recent years is undoubtedly the 'batterygate' of December 2017.

This started when a Reddit user reported that a software update had reduced the performance of their iPhone but that this had corrected itself when they replaced the battery. This post led to a lot of press coverage, with some commentators suggesting that Apple was trying to force users to upgrade by deliberately slowing devices as they aged. Tim Cook issued a statement on the matter a week after the news broke, confirming that the software was designed to throttle performance but claiming that the intent was only to prevent unexpected shutdowns, which could affect devices with older batteries. The company offered a discount on battery replacements as a gesture of goodwill for those affected.

Facebook scandal

Facebook's biggest scandal hit in March 2018, when the Guardian and New York Times reported that a firm called Global Science Research had harvested data from millions of Facebook users in 2013 — without their explicit consent.

This was possible because a previous version of Facebook's privacy policy had allowed apps to access data about users' friends — such as their name, birthday and location. This had enabled Global Science Research to gather information about 87 million Facebook users even though only around 30,000 people had actually used their app. These details were later sold to Cambridge Analytica, who used it to create highly-targeted ads to encourage users to vote for Trump and Brexit. The furore surrounding this scandal was so serious that Mark Zuckerberg was called to answer questions in front of Congress in the US.

Questions for Discussions

Q-1 What are the possible causes of Corporate Frauds and Scandals?

Q-2 What are the different reasons and mode of frauds discussed in above cases?

Q-3 Is there any way to deal with above types of frauds? Give remedial measures after analyzing above cases?

Hints

No business is immune from a scandal and the potential for reputation damage is endless. This drive home the value of proactive risk management. CEO's and Board of Directors should sharpen their focus on managing reputation with right tools and procedures in place to avoid the negative consequence of a scandal.

IKEA's : Entry into Indian Market

EDITED/COMPILED BY

Dr. Seema Girdhar

When the world's largest furniture retailer, IKEA, decided to enter the second most populous country in the world, it wasn't a mere news. Founded in Almhult (Sweden) and headquartered in Leiden (Netherlands), IKEA had taken 12 years to enter India with quite a few firsts (departure from its global practices) for its 'long-term' play. IKEA built a global business empire selling affordable, Scandinavian-design inspired furniture with DIY model. Having honed the IKEA WAY over 51 countries with 403 stores and \$40.2 billion sales, IKEA's India entry was quite a news globally and in Indian business landscape. IKEA's entry was a news for a few firsts as it entered India. As of September 2018, IKEA's \$1.9 billion investment had been India's biggest single-brand FDI. For the first time ever, IKEA was experimenting with an omni-channel retailing strategy starting from Mumbai in 2019. IKEA's Hyderabad store has IKEA's biggest restaurant with 1000-seater with customized Nordic - Indian menu. DIY seemed to be replaced with LUHY (Let Us Help You) with home-delivery (using e-vehicles) and assembling services (tie-up with UrbanClap).

IKEA's first Indian store was launched in Hyderabad on August 9th 2018 after postponing the inauguration once (slated for July 19th 2018). The 4-storied store in HITEC city (2 floors for parking) was built in 400,000-square-foot (37161.26 square metres) with 7,500 well-researched products (1,000 products selling below Rs. 200) had been quite a business disrupting force for Indian retailing industry in general, and for Indian furniture retailing industry in particular. While

Hyderabad welcomed IKEA store with warmth, the CEO, Peter Betzel (Peter) stared at quite a few daunting challenges including product labeling (with MRP), taxes, IPRs, discerning Indian consumers and most importantly how the established competitors (offline as well as online) would ready their stealth weapons to take on India's new guest.

Q1. Would Peter set the ground for IKEA to open 25 IKEA stores by 2025, as planned? What all strategies would work for successful implementation of his plan ?

Solution : IKEA will have to work on 4 P's of marketing mix i.e., Product, Price, Place and Promotion. In this most important parameter would be Promotion because in Indian Market Promotion plays a very important role in making the company or product successful.

Internet of Things Case Study

EDITED/COMPILED BY

Dr. Shubhra Saggarr

Introduction

Founded in 1890, GLOBAL OMNIUM/Aguas de Valencia manages all aspects of the collection, treatment and distribution of water in the Spanish city of Valencia and the surrounding areas (more than 300 cities). They supply water to around three million people in the region. GLOBAL OMNIUM/Aguas de Valencia also provides water management services in other countries. Operating in an area with water scarcity, GLOBAL OMNIUM/Aguas de Valencia has positioned themselves as an innovative water company, utilising modern technology and the latest innovations to improve their operations.

GLOBAL OMNIUM/Aguas de Valencia already uses automated meter readings in more than 60% of their fleet of over one million water meters, and their goal is to keep improving this service to make it more agile, and provide customers with more benefits. Currently, water meters are read once per hour across the region. This uses specific technology from manufacturers that means GLOBAL OMNIUM/Aguas de Valencia has to install and maintain each solution providers communications infrastructure across the region. Their goal is to implement a more efficient water meter reading service using a more standard communications system, that will permit its Innovative Solution growth in a more scalable way.

NB-IoT Water Meter Deployment

Vodafone and GLOBAL OMNIUM/Aguas de Valencia have been working together to put in place an operating model for the future, based around the use of NB-IoT to connect their water meters. To better understand NB-IoT, they have been conducting a trial with around 220 meters from a range of six different manufacturers to assess the properties, performance and battery life of both water meters and local gateway connectors powered by NB-IoT with a view to use a standard communication solution across the region, whilst retaining the existing requirement to take 24 meter readings per day from each meter.

By using NB-IoT, GLOBAL OMNIUM/Aguas de Valencia is able to take advantage of standardised data gathering and platforms, where the whole end-to-end management of network operations can be conducted centrally by either the water company or Vodafone themselves.

The trial is designed to test the capabilities of NB-IoT in the most demanding conditions, to see if NB-IoT could work in areas where the existing specific solution struggled to obtain meter readings. To this end, a range of meters in hard to access sites were selected to prove the performance of the NB-IoT network. This included areas with limited network coverage such as in underground meter rooms, or recessed meters installed underneath the pavement with metal covers that can block signals. Additionally, water meter models from six different meter providers are installed with the integrated NB-IoT chipset to see if there is a difference in network performance between the different implementations of the chipset and also assist the meter providers with their own designs for effective NB-IoT deployments.

To manage the connectivity, the NB-IoT connected units were managed through the Vodafone Managed IoT Connectivity platform, which allows the meters to be managed remotely, and the connections to these meters controlled. Meter reads could be scheduled and data was collected every day. In addition, every Meter Manufacturer has provided its own AMR (Automatic Meter reading) system for collecting the data from the meters, and showing the information on the application (this is just for the pilot phase, with the ambition to integrate in the centralized AMR system owned by GLOBAL OMNIUM/Aguas de Valencia in the deployment phase)

Benefits to GLOBAL OMNIUM/Aguas de Valencia

NB-IoT has delivered some significant benefits to GLOBAL OMNIUM/Aguas de Valencia compared to their existing communications solution (coming and owned from each meter manufacturer).

Simplicity – the ability to use a standardised solution has meant that multiple meter providers have been able to offer connected water meters for deployment. Previously, the water company has had to work hard to ensure that the meter manufacturer proprietary solutions were integrated and supported with its AMR centralised solution. However, with NB-IoT, which is fully standardised globally, procurement is much more straightforward as partners are able to integrate into the NB-IoT communications modules directly without GLOBAL OMNIUM/Aguas de Valencia engagement.

Speed – As NB-IoT is based on existing mobile networks, it means that NB-IoT coverage was already in place across the Valencia region. With no coverage planning required, GLOBAL OMNIUM/Aguas de Valencia were able to rollout quickly with confidence.

Cost Reduction – A quicker, simpler implementation combined with no longer needing to procure, install and manage a proprietary communications network can mean a significant cost reduction for GLOBAL OMNIUM/Aguas de Valencia expects in this deployment.

Outcomes & Lessons Learned

The initial deployment of NB-IoT powered water meters has been a success and met its objectives, with all meters installed and working, delivering 24 reads per day.

All meters were connected using NB-IoT. Every meter installed was able to deliver up to 500 messages per day, easily surpassing the current requirement for 24 meter reads needed per day through the NB-IoT network. Less than 0.5% of messages were lost over the trial period, and no interference from other networks was recorded.

NB-IoT is designed to support a battery life of more than 10 years, which matches the expected lifespan of the water meter. Therefore, battery performance of the water meters will be also tested during this project to show that the battery consumption rate at every location supports the anticipated 10-15 year battery life for NB-IoT connections.


Signal strength was found to be adequate at all installed sites, with deep penetration of NB-IoT proven. 100% of devices that were installed underground, up to a depth of two meters, or in metal cabinets were able to be connected and send messages. Testing proved a 20dB improvement over GSM.

The experience has taught GLOBAL OMNIUM/Aguas de Valencia that NB-IoT is a clear contender to connect large numbers of smart water meters in the future. The use of a standardised technology will permit to GLOBAL OMNIUM/Aguas de Valencia the real possibility to outsource all of their communications and data needs to partners such as Vodafone in the future.

Conclusion

The initial phases of the proof of concept, demonstrate how NB-IoT can achieve many of the critical technology parameters for GLOBAL OMNIUM/Aguas de Valencia. In this pilot phase, with real meters from different meter manufacturers involved in the NB-IoT trail with Vodafone, the intention will be to prove all the required features, with all water meters in all locations connected and communicating. By supporting a long lifespan, with consistent secure message delivery, NB-IoT is expected to demonstrate that it is a good choice for connecting remote, hard to access water meters and other devices with similar requirements. NB-IoT coverage in place across the region today also means that in the future GLOBAL OMNIUM/Aguas de Valencia can rollout on a large scale and focus on continually working to improve their innovate offerings available to their customers.

The GSMA Internet of Things programme is an initiative to help operators add value and accelerate the delivery of new connected devices and services in the IoT. This is to be achieved by industry collaboration, appropriate regulation, optimising networks as well as developing key enablers to support the growth of the IoT in the longer term. Our vision is to enable the IoT, a world in which consumers and businesses enjoy rich new services, connected by an intelligent and secure mobile network



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