

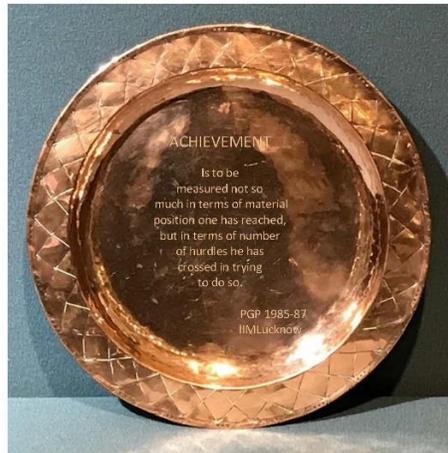
Short Cases

Understanding Strategic
Management in a
Simple Manner

Cases from the Book

Sorry for What I Did Not Teach You

Sorry for What I Did Not Teach You



Prof. Krishna Kumar
Ruchi Srivastava

Sorry for

What I Did Not Teach You

50

Interesting Short Stories for Managers Based on Indian Experiences

*Learn how to grow rapidly, how to be profitable, how to identify/
create opportunities, how to convert threats into opportunities,
how to identify/ garner/ develop resources,
how to avoid missing opportunities and
how to be contended?*

Understanding Strategic Loss

Strategic Advantages of Course Material Development

Importance Of Lifelong Learning and SC (Senior Citizen) Academicians

Converting Weakness As Strategic Advantage

Mismanaging 7S to Create Strategic Disadvantage from Strengths

Dream Or Vision?

Why Teach Strategic Management than Strategy- Central Role Of

Implementation in Strategic Management

*Job Is Not Done Until The Last Leg Of Race Is Managed- Critical Issues In
Strategic Management*

Why Idiots Are Necessary in Society

Importance of Old Guard (Dated) Literature

Customer Centric Pricing

Be careful of Economists and OR Experts

Change the Axis to Understand Strategic Disadvantages of Nation

**Prof. Krishna Kumar
Ruchi Srivastava**

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These short stories ([in Hindi, English, Spanish, French and German languages](#)) have been carved out from the [Case Book on Strategic Management Vol. I-VI](#) by the same authors. Each story has some meaningful obvious and/or non-obvious lesson(s) and can push management educationists and practitioners (at various levels) alike to ponder over issues that often don't draw our attention, but are relevant for the growth of the individual, organization and country and make them think of actions that they can take for the purpose.

***Dedicated
to the
Present and Future Managers
of All Age Groups
in India***

From the Same Author(s)
For details visit www.ekhaikk.in

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Preface

This story book is an extended version of our first work “Tales of Grandfather”, in which twenty-five short but insightful stories were narrated by Krishna Kumar (KK), Ritu and Ruchi as co-authors. The stories originated while reflecting experiences of working in motherland (when convalescing in bed due to certain ailments). We were startled how we undermine our significance in society due to lack of broader perspective¹. We were also astonished how we can make dramatic moves for growth under serious resource constraints². Even more astonishing experiences were about the capability of Indian people³ which is often not allowed to come to fore due to lack of Jamvant (a character in Ramayana) type human resource managers and leaders.

As time passed some more experiences came to mind; how we may be misleading by lies based information system in our life⁴, which can derail any strategic move to improve performance.

Even more disheartening were certain (human resource) practices that crossed mind, which could deter even a diehard optimist to think and do positive things, not allowing Indian approaches and thought to grow⁵.

So were the experiences of style of many Chief Executives, who liked to be in the chair but behaved like Bade Babus (Head Clerks), rather than institution builders⁶.

The experiences also highlighted the importance of organisation mission as shared values, for making a less tightly controlled organisation required for efficient and effective delivery of goods and services in the society⁷. Contrasting experience was with “moulds” formed by shared values devoid of organisation mission which led to ego centric, control oriented, bureaucratic organisation⁸.

The more pleasant experiences were that basic principles of Gandhiji still hold true⁹ and can be used effectively for getting

heard and gaining necessary societal acceptance to manage growth. It also led to realisation of role of heart rather than brain alone, for garnering support for organisation growth and arresting its downfall¹⁰. In the passing we were also astonished by the fact that how often we forget “power” and mean only “man” while using the world manpower¹¹, while re-aligning the organisation under changing external environment, through human resources. In the process our understanding of resources required for managing growth and development changed, from focussing more on financial and physical infrastructure, to now more important human, organisation and network resources. The latter two can take care of deficiencies of the first three¹². Surprised? Yes, so were we, but we found understanding of each one and collective is often very inadequate. Once a person learns it properly, managing growth with efficiency does not remain so difficult a task that one may believe initially¹³. Last but not the least, our understanding of importance and role of creative thinking in strategic management, and need for incorporating it in management education relevant for the country, considerably improved¹⁴. “Eureka”, we almost shouted as we noticed that an understanding of extent of various existing resources in the organisation and creative problem-solving abilities makes a deadly combination, which can make threats look as great opportunities in the store¹⁵.

We almost stopped at this point. But thanks to a 20th batch alumni of Indian Institute of Management Lucknow, we learnt how to publish a book. Encouraged by this we expanded the original text of 1996 casebook, to incorporate changes in the conceptual framework of strategic management process, to illustrate the intricate and dynamic relationship between the strategy formulation and implementation processes and how they support each other¹⁶.

Due to various other professional commitments Ritu opted out at this stage and rest of this book completed with KK and Ruchi as co-authors. We also realised the importance of writing for course material development as an extremely powerful faculty development exercise¹⁷.

As we proceeded for dissemination of the book, we learnt how to operate website and thus bought few websites¹⁸. It occurred to us that once soft copy is made it is better to go for E-books as well and we started doing the same. It became like a fun exercise for a child, keeping KK engrossed.

At this point it occurred to us that we should have one story for countrywide reading and we got it in eight Indian languages, with the help of staff and faculty family members of IIM Lucknow and Kozhikode¹⁹. A casual glance on an electric pole led to temptation to get the story translated in French, German, Spanish and Mandarin version²⁰, which made us understand that foreigners read our works as much, if not more than the Indians²¹. This also helped us in making common website of Indian Institutes of Management²² in six language (English, Hindi, French, German, Spanish and Mandarin)²³, something which we really feel proud to do voluntarily. The initiative of Ministry of Human Resource Development and the enormous friendly support of ISBN office to get ISBN numbers to Self-Published books, considerably encouraged us to do more.

Learning did not stop here. KK's hospitalisation led to development of a writeup, which explains when and how one may cross Laxman Rekha between the need and the greed while doing business²⁴. The free time and efforts to keep busy and distracted from pains of all kind to KK, led us to realise that certain academic work can be done better when one retires and gets confined to bed²⁵. Free from pressures and hassles of working from earning money also taught us that one can dramatically reduce cost of books²⁶, make them more user friendly, and also help in making management education more inclusive²⁷ as mentioned in Section 7(g) of IIM Act 2017, by providing (self) learning kits²⁷ (using case method) to managers dispersed all across country, especially those in remote locations.

The experience of designing E-books opened yet another opportunity. Besides helping people who had difficulty in walking

normally (as E-books could be read at any place), they allowed people with visual disability (due to availability of facility of increasing font size) to read our book easily. Besides, it also helps people who were completely blind tired, or even bed ridden with some injury, as they could get the message through audio-versions²⁸. A bit of fusion of music added entertainment also while reading the book.

We soon ran into delivery problems as our books were not getting delivered even to our own institutions³⁰. We worked for over a month and came with alternate solution based upon Gandhian philosophy of decentralised production and consumption, seen Lijjat Papad business. What surprised us even more was that it threw up many more, even lower cost solutions alternatives, with increased certainty and reduced delivery time from 15 days to one day³¹. The student's edition of the book became even more user friendly³², and materialised the dream that KK had seen over twenty-eight years ago³³, radically changing course material and establishing course material centre in the country³⁴. The experiments continued with weird experiences like how to give INR 100 books to 280 institutes with INR 7150 in hand³⁵, or how to give 100% Cash Back³⁶ (the current "in" concept in many services) on INR 100 E-books, a move that made some of our management expert friends branding KK an idiot.

By now KK had started learning how to enjoy "Idiot" title as it benefitted both him and also the larger society³⁷. During this period, however, we faced only one sad experience "Death of KK's 20 Years Old Orphan"³⁸, who was doing a good job of faculty development in strategic management discipline, a task which is often carried out without defining either faculty or development³⁹. The experiences of Dhokha (The Deception Game)⁴⁰ and innocent questions "What is ROI Papa?"⁴¹, made us feel that very soon new approaches will have to be found for development with peace and harmony. Finally, we could not hold ourselves in designing a quiz as usual⁴². Since KK was approaching the sun set era of his life, with attendant issues, a useful approach was added to help many senior citizens live with lesser anxieties⁴³.

The book's design allows faculty members using the book in several ways. It allows them to customise the book for MBA courses, and open as well as inhouse Management Development Programmes, taking out chapters and cases from this and our otherbooks⁴⁴ and adding their own original works. Secondly, they can download any case right away in the class⁴⁵ when needed, directly on the multimedia projector, to lead the class discussions. Thirdly, they can at times conduct classes without distributing any course material in advance, following ME (mobile enabled learning) pedagogy⁴⁶. Lastly, it can help them in adopting live cases by starting a compressed case and expanding it with additional information downloaded when discussions need it⁴⁷. The book has been designed using treasure hunt game. Most of our works are hidden here and there throughout this book. A keen learning may exploit the treasure and enjoy⁴⁸.

As most of the experiences narrated in this book were not available, when KK taught you, he was helpless in sharing the lessons, hence sorry for that. Time has come to share such experiences as they are relevant for business organisations of today, as much as for management of management education, to avoid strategic losses⁴⁹ and correct the organisation structure, systems, policies, procedures, leadership styles and shared values for the purpose, which has become a responsibility for many alumni assuming Board positions at Indian Institutes of Management. The experiences narrated in various books, should also affirm one's faith in strategic management subject for the above purpose⁵⁰.

We also hope, readers would propagate use of flexible, eco-friendly (print only as much as required), low cost books (pay as much you want), that allow reading anywhere, anytime and anyplace.

May 21, 2019

Krishna Kumar
Ruchi Srivastava

Want to see full book chapter by chapter

CLICK BELOW

<http://www.smg.in/cases/gist.pdf>

Tales of Grandfather: A Journey of Experiences

In October 1991, I (Krishna Kumar) visited Spain under an EU-Exchange programme. A truly cosmopolitan professor, who had been a UNDP consultant, said that India couldn't develop. I felt upset at such a sweeping statement. Later we became friends and started working on a research project: 'Technology transfer from Spain to India'. He happened to visit India in December 1991 to attend a conference. India had just started opening her economy. On his return, he said with lots of excitement, "India is changing." We then proceeded to design the questionnaire of the study. We had almost completed the design when he visited India once again in April 1992. On his return, he had second thoughts on the very topic of research. I was perturbed as time was running out for me. The following conversation followed:

Prof. X: I have second thoughts on the very relevance of the topic.

Me : Don't say this now. We have spent three months designing the questionnaire. If we don't mail it now, we can't finish it by May end.

Prof. X: No, no I am serious.

Me : But, why do you think so?

Prof. X: Because I find that what India needs we don't have, and what we have, your country does not need.

Me : Professor, it is too complex a statement. Why can't you be specific?

Prof. X: Look, Indians are no less endowed intellectually nor natural resource-wise. But every technological development is embedded in the socio-cultural context of that society. What you need is to learn to organise to deliver, and only your people, in the context that they live in, can design the product, services and technology, rooted in the natural endowment, supplier base and skills of the people there. It is a managerial challenge so to speak.

This triggered a thought. Were we looking forward to solutions elsewhere, rather than looking inwards for the traits of Indian society that inhibit searching of new ways of development? It led

to a note on ‘Economic Development & Mindsets’. Twenty-five years later, we find that there may be several other factors often intertwined with each other.

This set of short stories gives a glimpse of the capability of the Indian people, their weaknesses and strengths showing the way to look forward. The stories also reveal how threats and constraints can be converted into wonderful opportunities. They also give several insights into our understanding of resources and assets and how the dynamics of environmental development, resource utilisation and development are intertwined for opportunity creation.

I hope it will help managers, faculty members and research scholars in getting ideas and thoughts to work on. For faculty members, it may also be useful in educational and management/faculty development programmes.

Prof. Krishna Kumar
Prof. Ritu Srivastava
Ruchi Srivastava

Teachers Day
Sept. 5, 2017
Lucknow

Advice of Saints to Managers

संतों की सलाह

AUDIO

आया था किस काम से, सोया चादर तान। तुरत संभल ए गाफिल, अपना आप पहचान ॥

तूने रात गंवाई सोय के, दिवस गंवाया खाय के। हीरा जन्म अमोल सा, कौड़ी बदले जाय ॥

दुःख में सुमिरन सब करे सुख में करै न कोय। जो सुख में सुमिरन करे दुःख काहे को होय ॥

रहिमन धागा प्रेम का, मत तोड़ो चटकाय। टूटे से फिर ना जुड़े, जुड़े गाँठ परि जाय ॥

काल करे सो आज कर, आज करे सो अब। पल में प्रलय होएगी, बहुरि करेगा कब ॥

बुरा जो देखन मैं चला, बुरा न मिलिया कोय। जो दिल खोजा आपना, मुझसे बुरा न कोय ॥

अति का भला न बोलना, अति की भली न चूप। अति का भला न बरसना, अति की भली न धूप ॥

दुर्बल को न सताईये, वाकी मोटी हाय। मरी खाल की स्वास से, लोह भसम हुई जाये ॥

बिगरी बात बने नहीं, लाख करो किन कोय। रहिमन बिगरे दूध को, मथे न माखन होय ॥

रहिमन निज मन की व्यथा, मन में राखो गोय। सुनि इठलैहैं लोग सब, बाटि न लैहै कोय ॥

रहिमन देख बड़ेन को, लघु न दीजिये डारि। जहाँ काम आवै सुई, कहा करै तलवारि ॥

निंदक नियरे राखिए, आँगन कुटी छवाय। बिन पानी, साबुन बिना, निर्मल करे सुभाय ॥

करनी कर तू क्यों डरे. करके क्यों पछताये। तुने बोया पेड़ बबुल का, आम कहाँ से आये।।

चाह गयी चिंता मिटी, मनुआ बेपरवाह। जिनको कछु ना चाहिए, वे साहन के साह ॥

कबीरा खड़ा बाज़ार में, मांगे सबकी खैर। ना काहू से दोस्ती, न काहू से बैर ॥

बड़ा हुआ तो क्या हुआ, जैसे पेड़ खजूर। पंथी को छाया नहीं, फल लागे अति दूर ॥

जो बड़ेन को लघु कहें, नहीं बड़ेन घटि जाहिं। गिरधर मुरलीधर कहें, कछु दुःख मानत नाहिं ॥