

## **IIUM Journal of Case Studies in Management**

ISSN 2180-2327

Published by:

International Islamic University Malaysia

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### **Aim and Scope of the Journal**

The *IIUM Journal of Case Studies in Management* is an internationally refereed journal published twice yearly by the Graduate School of Management, International Islamic University Malaysia. The journal is dedicated to the development and promotion of case studies in the field of management and related disciplines for the purpose of enhancing our knowledge and understanding in the areas. Cases selected for publication are expected to deal with important issues related to the discipline, which may be used, among others, by instructors of Master of Business Administration and Master of Management programmes. Special consideration will be given to cases that deal with management issues in the Asia-Pacific region. Cases based on both research and secondary sources, will be considered. Also, papers on case writing, case teaching and case analysis will be accepted for publication. Occasionally the journal will publish empirical papers on current issues in management.

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Teaching Notes of the Case Studies, published in this issue, are available ONLY to lecturers and trainers. Please send your request to the Editor-in-Chief (rislam@iium.edu.my) giving details of your job position and institutional affiliation using your institutional email address.



## **Editorial Note**

Business case studies bring forth the issues and challenges that business organisations face in running their businesses. People can learn useful lessons from these cases so that same mistakes are not committed again. Having said this, we must also say that it is not the problems that cases highlight only, cases also describe positive outcomes due to implementation of relevant policies and processes. Within the four cases described in this Issue, the readers can have glimpses on both types of cases.

The first case study deals with describing the humanitarian activities of an internationally well-known NGO named Islamic Relief, Kenya (IRK). The authors have provided a detailed account how IRK works on famine relief, support orphans and poor widows in Kenya. The description of the case has provided special emphasis on the diverse humanitarian activities of IRK at Dadaab refugee camp in Kenya. The study highlights further needs of humanitarian works across many parts of the world.

The second case describes the failing of Tata Motor's venture into the ultra-low-cost car segment. Although initially thought to be a potentially game-changing disruptive innovation, the car company committed a few critical errors, in the form of strategic, operational and marketing oversights which eventually led to the car's demise.

The third case study showcases Monal, a successful Pakistani cuisine restaurant. The case provides details of its marketing strategies and practices, and its business model. The restaurant's key success factors as well as the challenges it faced are also highlighted. The case is arguably a good source of reference and inspiration for entrepreneurs looking to do well in the restaurant business.

The final case deals with the fact what happens in an organization when a wrong person is appointed at a high level position. The case describes the occurrence severe negative outcomes when an incompetent administrator was appointed as a General Manager at a commercial bank. This man utterly failed to motivate his staff which eventually led very high turnover at the bank. This case once again shows the validity of the management principle of appointing a right person at a right job.

**Prof. Dr. Rafikul Islam**

Editor-in-Chief