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Aim and Scope of the Journal

The *IUM 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 highlights an instance when leadership succession planning can potentially have negative repercussions on an institution when not handled judiciously. The case centres on the Tata Group in India, which went through change in leadership in 2012. Issues of corporate governance and leadership styles are also central in the case discussed.

The second case describes the experiences and practices of four corporate foundations established in Malaysia. Comparisons are made between these foundations and selected findings can provide valuable insights on how corporations can or should manage their organizations, talents and programs, as well as how to deal with challenges or issues that may arise.

Over the last two decades, there has been significant growth in the aviation industry in most of the countries of the world. To cater the ever-growing needs of the aviation market, we have seen emergence of many new airlines in the last two decades. Consequently, the industry itself has become very competitive. The case written by Prof. Bose describes the struggle of a prominent airline, namely Etihad Airways in the United Arab Emirates. The case has raised many issues for Etihad which can be very stimulating for class discussion.

Islami Bank Bangladesh Limited or IBBL is one of the leading Islamic banks not only in Bangladesh but also in the whole Muslim world. Over the years, IBBL has gained significant growth in terms of market share as well as total investment assets. Dr. Khan and his colleagues have provided important insights on how the bank is forging ahead and serving the financing needs of the *ummah*. By means of SWOT analysis, Resource-based views analysis and PESTE analysis, the authors have shown how the bank has positioned itself in the competitive marketplace.

Prof. Dr. Rafikul Islam

Editor-in-Chief