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Khay Hor Charcoal Factory: Challenges of a Sunset Industry Giam Kah Hooi & Hasnah Haron <i>Graduate School of Business, Universiti Sains Malaysia</i> Khairun Yahya <i>School of Biological Sciences, Universiti Sains Malaysia</i>	1
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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 Chief Editor (arifh@iium.edu.my/arif.hassan@gmail.com) giving details of your job position and institutional affiliation using your institutional email address.

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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.

Editorial Note

Four case studies, all from Malaysia, are published in this issue.

The case study entitled 'Khay Hor Charcoal Factory: Challenges of a Sunset Industry' highlights the issue of an industry which was once booming but is now referred to as the sunset industry. If no serious attempt is made to support this industry, it will soon be wiped out from the market. The case study is about a factory located in Matang where the analysis focuses on the factors contributing to its decline. A number of alternatives are suggested to help this business become profitable.

The case study entitled 'I am Worth More and I Deserve More' highlights issues related to jobs' worth and equitable payment to employees. It presents a classic case where employees feel inequitably treated both in terms of monetary compensation and recognition. The case lends to Adams' equity theory of motivation which posits that employees tend to compare their compensation with those of their internal colleagues as well as those of their external peers and any unfair treatment leads to job dissatisfaction and loss of talent from the company.

The next case entitled 'IQMA: Cultivating the Potential of the Mind' presents the story of an institution providing tuition to school students. It was established with the concept in mind that both the right and left parts of the brain need to complement each other to produce a competent and all rounded individual. The institution faces stiff competition and challenges of sustainability but IQMA is quite determined to stand tall among its competitors in the industry.

The last case study entitled 'Management Turbulence at ACR Retakaful Berhad' discusses the issues related to leadership and change management in a Kuala Lumpur based Retakaful company, the ACR Retakaful Berhad. The chain of catastrophic events in Asia during the years 2010 and 2011 had resulted in numerous claims against the company leading to grave financial difficulties. The company had no option but to change. A new CEO arrived and quickly took serious measures to turn around the company and put it on the right track. However, the situation got from bad to worse as the change management process was not properly executed. The new CEO demonstrated poor leadership and communication skills resulting in unprecedented employee turnover. Those who remained were not engaged and were looking for opportunities elsewhere.

We do hope that teachers and students involved in management education programmes in this part of the world will find the four case studies useful. All the case studies in this issue present issues and concerns related to the service industry in Malaysia and will contribute to the need for locally developed cases. All the case studies published in this issue have teaching notes which will be made available to educators, on request.

We would like to acknowledge with thanks the authors who have contributed to this issue. We welcome your feedback.

Arif Hassan
Chief Editor