
Editorial

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Biographical notes: G.D. Sardana is a Professor of Operations and Chairperson, Bimtech Centre for Management Case Development at Birla Institute of Management Technology, Greater Noida, India. He is a Mechanical Engineer and has obtained his PhD from IIT Delhi in areas of business performance and productivity management. He carries experience of over 40 years having worked in organisations as ABB and Singer at senior positions. He has authored over 100 papers and two books (Narosa-London/NewDelhi): *Productivity Management* (1998) which bagged Best Book awards from Delhi Management Association, and *Indian Society for Training and Development, and Productivity Measurement for Business Excellence* (2009). Three of his papers have won Best Paper awards from Indian Institution of Industrial Engineering. He has also co-edited six books on management cases.

Tojo Thatchenkery is Professor and Director of the Organisation Development and Knowledge Management programme at George Mason University, Arlington, Virginia. His recent books include *Making the Invisible Visible: Understanding the Leadership Contributions of Asian Minorities in the Workplace* (August 2011), *Positive Design and Appreciative Construction: From Sustainable Development to Sustainable Value* (2010), *Appreciative Inquiry and Knowledge Management* (2007), *Appreciative Intelligence: Seeing the Mighty Oak in the Acorn* (*Harvard Business Review*, 2006, Reading List), and *Appreciative Sharing of Knowledge: Leveraging Knowledge Management for Strategic Change* (2005). He has also researched contemporary themes such as technological culture and globalisation which resulted in another book, *Information Communication Technology*.

Globalisation has created new challenges. It has opened up access to the business to reach resources conveniently and be cost effective and simultaneously allowing to carry its products to markets it chooses. The competition so ushered has created customer-centricity, enhanced the choice to consumers, improved the quality, and added value. Performance of business in globalised economy is not limited to classic parameters

of cost, delivery, flexibility, service or quality of product or service. New challenges have appeared. New concerns have come to the fore. These are evident in areas of environmental sustainability, societal responsibility, and a broader corporate social responsibility. It is not enough that a manufacturer has to confine itself to the internal controls and monitor the same to ensure certain compliance. Manufacturer's responsibility now extends to his suppliers and supplier's suppliers, asking for compliance of management systems that are in tune with the manufacturer's policies. It follows the concepts of a systems approach, where the sub-system carries the same characteristics as the system. This chain when established represents a chain of values, commitments and social consciousness towards the society. It is this performance that is society centred that creates bond with the customers which in turn leads to sustainability. Environmental and social performance are the two emerging parameters which will override the classic parameters of performance.

The four papers that make up the special issue section, although drawn from various perspectives of business in the global context, reveal an underlying common thread. The issue presents revised and expanded versions of four selected cases presented at the International Conference on Business Cases ICMC2011, organised by Birla Institute of Management Technology, Greater Noida, India, and the School of Public Policy, George Mason University, Arlington, Virginia, USA on 1–2 December 2011 at BIMTECH campus. The dominant theme among these cases is identifying new challenges of growth from an emerging turbulent global economic environment. The papers discuss situations arising out of changed dynamics in an external or internal environment.

In the current era of globalisation, there is an increasing focus on companies' environmental and social performance. Raveesh Agarwal and Monica Thiel in the first paper of this volume set the theme of the special issue. IBM likes to see itself as a values-based enterprise of employees who create and apply technology to make the world work better. The early periods of IBM involved clocks, scales, and punched card tabulators. It changed with the computer age, as IBM developed many of its technological breakthroughs. Throughout IBM's history, it has defined itself by its foundational social and environmental values – not only by its products, technologies or leaders. This case study focuses on IBM's systematic approach to require its suppliers throughout its global supply chain to incorporate corporate responsibility and environmental management system. The authors stress that objectives of the approach are to establish capability of its supply chain and manage their own intersections with their employees, society and the environment effectively and efficiently. The study seeks to find answers to vexed questions such as: Why would suppliers want to incorporate a formal management system? What are the advantages, strategic challenges and benefits of developing, communicating, and implementing the new management system, etc? Findings in this case also reveal other issues that may influence the company and its suppliers' efforts. The case focuses on certain issues related to the history of IBM's environmental programs and challenges related to implementation, suppliers feedback, etc.

After decades of civil war, genocide and occupation, Cambodia began to repair its economic system under the lengthy administration of Hun Sen. Cambodia followed economic development as witnessed in various East Asian states. This comprised of import-substituting export-oriented manufacturing, mostly on an original equipment manufacturer (OEM) basis. Land was set aside for the creation of industrial estates and other forms of special economic zones (SEZ) open to investment from both international

and domestic investors. OkhnaMong Port Co. Ltd. is part of Cambodia's Mong Reththy Group and was created in 2002 to develop some 64 hectares of land in the southwest of the country as a private sector port, integrated with special economic zone, resort area and other facilities. As a port, it has a particularly influential role in shaping economic development in the country because it serves as a node linking production areas and markets both inside Cambodia and in the other countries of Southeast Asia and beyond. It is also influential in that it represents a re-emergence of network connections in successful business dealings in the country. John Walsh's paper investigates the nature of the company and the impact that it has had on labour markets and general development. As part of a special economic zone, the port project occupies a geographic area in which differential patterns of regulation exist and, as a result, conditions are opaque and possibly problematic.

The global mining of iron ore was highly centralised in five countries (Australia, Brazil, China, India and Russia) producing around 80% of total world production. As a consequence of consolidation within the industry, more than 75% of iron ore output was produced by three companies, Vale, Rio Tinto and BHP. The steel mills organised themselves into buying groups based on geographical positioning and engaged in negotiations with one of the large producers. Gary J. Stockport in the paper that follows considers how Fortescue Metals Group (FMG) strategically positioned itself in the global iron ore industry through building a lowest cost leadership strategy as well as targeting the Chinese market. Critical to its success had been the effective management of a variety of key stakeholders. The author focuses upon 3 key periods of FMG's development:

- a the construction period (July 2005 to June 2007)
- b the production period (July 2007 to June 2009)
- c the growth period (July 2009 to present).

Specifically, the study focuses: How was FMG able to position itself as the lowest cost leader? How effective was FMG in managing key stakeholders? And what strategic threats (potential and actual) did FMG face? The growth of the company under its charismatic leader Andrew 'Twiggy' Forrest is also examined.

Kenneth Long et al. next examine the role of the chief of staff of a military college in a project to rapidly prototype a new critical thinking (CT) curriculum. Far from being a routine academic exercise, the process uncovered practical insights of interest to students, teachers, scholars and practitioners of both leadership and management. The authors report that in academic year 2010, the college decided to update its critical thinking (CT) curriculum based on four factors: feedback that the CT lesson material was incomplete and difficult to teach in a practical way; army headquarters directives to focus on critical thinking in the military leadership model; students and faculty valued a network-centric learning environment that encouraged multiple points of view, and professional discourse within the college and in influential journals examining the relationship between army's military decision-making process (MDMP) and CT. By rapidly prototyping new CT lessons, the college discovered important lessons for organisational leaders, educators, managers, practitioners and scholars of organisational development. This case study describes the results of the rapid prototype process.

We hope that the papers in this special issue have highlighted the emerging challenges, create a new awakening among the readers, and foster discussion on various aspects of globalisation and business.

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