

**Umair Ahmed . Waheed A. Umrani .  
Nadeem Khalid . Sohel M. Imroz (Eds.)**

**Case Studies on  
Contemporary Practices in  
Management & HR**



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## Preface

Case studies have been regarded and recognized as the best approach to learning practical aspects of business and management in the 21<sup>st</sup> century. They enable students to apply knowledge gained from class sessions to further their understanding. Case studies provide an opportunity for students to critically analyze an emerging business problem; understand the situation; highlight what went right and/or wrong and suggest measures that could potentially address the issue and prevent any reoccurring in the future.

This book in your hands is a collection of case studies related to issues of contemporary nature. The editorial and review panel have had put dedicated efforts in choosing the cases keeping in view the current business, management and human resource issues faced by the majority of the organizations. The efforts were put with one aim, and that was to provide an excellent case collection for the teachers, students and readers in general.

Diversity of the case studies is another strength of this book. The authors have written cases discussing business, management and human resource issues of different demographic locations/regions. This, as a result, makes this book a *fine* collection of international scenarios, enabling learners to enhance their professional decision-making skills with a global mindset.

The case studies are useful for both undergraduate and graduate-level and are mainly derived from the authors' practice or past experience.

Recommendations for further improvements and changes to future editions will always be appreciated.

March 2020

Umair Ahmed  
Waheed A. Umrani  
Nadeem Khalid  
Sohel M. Imroz



## About the Editors

### Umair Ahmed

Umair Ahmed, Ph.D., is an Educationist by Profession and Trainer by Passion. He is specialized in the domain of Human Resource Management with a more particularized interest in employees' work-wellbeing. Umair received his Doctoral degree in Human Resource Management from University Utara Malaysia. He also holds Master of Business Administration (MBA) from the University of East London and BA (Hons) in Business Studies from Cardiff Metropolitan University, Wales, United Kingdom.

Umair is passionate about Case Writing and Case Teaching. He has published several case studies internationally. He also serves as Editorial Advisory Board Member and Reviewer for Case Studies on Emerging Economies for Emerald Group UK since 2017. The current edited book on case studies is another evidence of his zeal and enthusiasm for academic case studies.

Talking about scholarly work, his research areas include Employee Engagement, Organizational Learning & Individual Work Behaviors, Human Resource Management, Capacity Building and Entrepreneurship. Umair's work has been published in journals of international repute, receiving citations from international scholars across the globe. In 2017, his research work also won the 'Best Paper Award' at an International conference. He has also been nominated for 'Award for Excellence in Scientific Research.'

Umair is also a seasoned Motivational Speaker and Soft Skills trainer. He is the Co-Founder and Lead Trainer of Institute of Professional and Academic Development (IPAD). Umair trains on topics related to Individual Motivation, Goal Seeking, Operational Excellence, Conflict Management, Human Resource Management and Career Development. Keeping in view his rich training profile, he was also invited to speak at a TEDx event in 2017. He has also published a book titled, '313 Tips for

Trainers' to help guide young trainers. The book has received much recognition in the South East Asian region. Umair also conducts workshops for individuals aspiring to be professional trainers.

Professionally, Umair has more than ten years of corporate and academics. Currently, he is serving as Assistant Professor of Business Studies at Arab Open University, Bahrain. Give him a shout at [umairahm@gmail.com](mailto:umairahm@gmail.com).

## **Waheed A. Umrani**

Waheed Ali Umrani, Ph.D., works as Associate Professor of Organizational Behavior and Human Resource Management at Department of Business Administration, Sukkur IBA University, Sindh, Pakistan. Waheed holds a Ph.D in Management Sciences from University Utara Malaysia and an MBA from Pakistan. His research interest includes Leadership, Organizational Behavior, Corporate Entrepreneurship and Human Resource Management. Waheed is also the founder and current Head of Sukkur IBA University's Case Research Center, which serves to promote case teaching and case writing. Waheed is also enthusiastic about designing case study infused courses.

He has designed several modules for teaching and training purpose on topics including Entrepreneurship, Human Resource Management, Organizational Behavior & Leadership and Change Management & Innovation and also offers training on developing teaching cases. In 2018-2019, Waheed and his students also won the 'Best Case Writing Award' in Emerald/HEC Case Writing Competition.

Talking about research collaboration, Waheed has also worked in close association with faculty members from prominent business schools across the globe. He has successfully supervised PhD and Masters' students and secured research grants nationally and internationally. He has also served as Brand Ambassador for Emerald in Pakistan/UAE in 2018. Waheed also presents his work in reputed conferences such as Academy of Management and can be reached at [waheed.ali@iba-suk.edu.pk](mailto:waheed.ali@iba-suk.edu.pk).

## **Nadeem Khalid**

Nadeem Khalid, Ph.D., has over 15 years of experience in Learning and Development, including 6 years as knowledge enabler for Lloyds TSB, Manchester, UK. Nadeem has designed and delivered highly interactive and creative training modules on Banking Products Services and Sales, Interpersonal Skills, Complaints Handling and Leadership in over 6 countries throughout the Middle East, North Africa, Europe, South East Asia, Central Asia, and South Asia. Since joining Human Resource Consulting industry in UAE, Nadeem has provided facilitation for Sales and Service Improvement Programs for banking staff, including Branch Managers, Sales Managers, and Area Managers.

He has provided clients (from banking and educational industry) with the instructional design and participated in the development of creative training delivery methods including the production of corporate training videos; conducting one-on-one coaching sessions to ensure learning retention and performing diagnostic assessments to observe performance and identify service delivery gaps. In addition to that, Nadeem has received certification in Conflict Management, Train the Trainer Diploma & Developing Leadership skills from Edexcel, Manchester, England.

During his stay in Malaysia, as a program consultant, he remained actively involved in designing, developing and delivering training programs on Entrepreneurship, Creativity, Innovation and Branding for University Administrators. He also participated in designing the curriculum for Young Graduates of the University Malaysia Perlis and joint executive training programs between University Utara Malaysia, Michigan State University, USA and Cambridge University, UK. At present, Nadeem is working as Assistant Professor and Associate Dean of Executive Education Center at Bang College of Business, KIMEP University, Kazakhstan. He can be reached at [nadeem.k@kimep.kz](mailto:nadeem.k@kimep.kz)

## **Sohel M. Imroz**

Sohel M. Imroz, Ph.D., is an Assistant Professor of Human Resource Management at Embry-Riddle Aeronautical University in Daytona Beach, Florida. He received the Doctor of Philosophy degree in Workforce Education and Development from Pennsylvania State University, USA. He also holds degrees in Management Information Systems (Master of Science), Business Administration (MBA), and Computer Science (Bachelor of Science).

Sohel is interested in two broad research areas: Human Resource/Organization Development (HR/OD) and IT Service Management (ITSM). In the field of HR/OD, he has completed many projects and conducted research on social network analysis, leadership competencies, and team-building. He is also interested in other HR topics such as talent management and succession planning, knowledge management, employee engagement and retention, and data analytics in HR. In the area of ITSM, his past research projects include various ITIL processes (e.g. Request Fulfillment, Incident, Problem, Change, and Asset Management), IT security and risk management, and Web 2.0 technologies.

Professionally, Sohел has more than 20 years of experience in HR/OD and ITSM. He is also a certified ITIL professional. His email address is [imrozs@erau.edu](mailto:imrozs@erau.edu).



# Case Studies on Contemporary Practices in Management & HR

## Panel of Reviewers

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## Case-Issue Index

No	CASE	ISSUE
1	You are a True Leader: George Inspiring Employees in Canada	Leadership style and organizational management
2	Six Sigma Constructions W.L.L: Passionate to Help Local Economy Through Recruiting Local Workforce	Nationalization, staffing and retention
3	Steve on a Stevey Journey: On the Course of Business Growth to Tackle Competition in Kazakhstan	Business Growth and Competition
4	Managing Diversity through Engagement and Empowerment: A Case from South Korea	Workplace Diversity and Management
5	Eren Energized for Entrepreneurial HR at Trezo	Launch of Entrepreneurial HR
6	Telecommunication Giant on Retention: Struggling to Retain Employees in the Customer Service Department in Bahrain	Employee retention
7	Mutiny in the Marketing of Avola	Marketing and promotion
8	Bank on a Mission: Struggling to Ensure Compliance	Business Compliance
9	Aiming Green: Ausniz on Implementing Green HRM	Implementation of Green HR
10	Empowerment or Over Empowerment: A Case of KL Food Stop, Kuala Lumpur	Employee Empowerment

- 11 Sand Delight Camp: Striving for a Competitive Edge Business Growth and competition
- 12 Ouzzie Entrepreneur-*ing* in Uzbekistan: Hitting hard to Scale his small boat (Enterprise) Entrepreneurship and business expansion
- 13 Allied Power Solutions (APS): A Decision Dilemma Business and Decision Making
- 14 Rolly on the Roller Coaster: Struggling to Handle Abuse and Workload Abusive supervision and job demands

## Table of Contents (ToC)

<b>Preface</b> -----	<b>iii</b>
Umair Ahmed, Waheed A. Umrani, Nadeem Khalid and Sohel M. Imroz	
<b>Case Chapter 1:</b>	
<b>You are a True Leader: George Inspiring Employees in Canada</b> -----	<b>1-9</b>
Soleman Mozammel	
<b>Case Chapter 2:</b>	
<b>Six Sigma Constructions W.L.L: Passionate to Help Local Economy through Recruiting Local Workforce</b> -----	<b>11-20</b>
Adel Ali Yassin Alzyoud	
<b>Case Chapter 3:</b>	
<b>Steve on a <i>Stevey</i> Journey: On the Course of Business Growth to Tackle Competition in Kazakhstan</b> -----	<b>21-29</b>
Yevgeniya D Kim	
<b>Case Chapter 4:</b>	
<b>Managing Diversity through Engagement and Empowerment: A Case from South Korea</b> -----	<b>31-41</b>
Dewan Md Zahurul Islam	
<b>Case Chapter 5:</b>	
<b>Eren Energized for Entrepreneurial HR at Trezo</b> -----	<b>43-51</b>
La`aleh Al-Aali, Adnan Pitafi and Nadeem Khalid	

**Case Chapter 6:**

**Telecommunication Giant on Retention: Struggling to Retain  
Employees in the Customer Service Department in Bahrain -----53-61**

Mahmoud Radwan Hussein AlZgool

**Case Chapter 7:**

**Mutiny in the Marketing of Avola -----63-68**

Hoyoung Lee

**Case Chapter 8:**

**Bank on a Mission: Struggling to Ensure Compliance -----69-76**

Habil Slade Ogalo

**Case Chapter 9:**

**Aiming Green: Ausniz on Implementing Green HRM -----77-85**

Fazluz Zaman

**Case Chapter 10:**

**Empowerment or Over Empowerment: A Case of KL Food Stop,  
Kuala Lumpur -----87-99**

Balzhan Zhussupova

**Case Chapter 11:**

**Sand Delight Camp: Striving for a Competitive Edge -----101-110**

Sultan Saqar Oqaidan Alwahaibi

**Case Chapter 12:**

**Ouzzie Entrepreneur-ing in Uzbekistan: Hitting hard to Scale his  
small boat (Enterprise) -----111-118**

Yuliya Frolova

**Case Chapter 13:**

**Allied Power Solutions (APS): A Decision Dilemma -----119-128**

Waheed Ali Umrani, Sanober Salman Shaikh, Abdullah Zafar Sheikh, Faiz  
Muhammad Khuwaja and Sheraz Mustafa Rajput

**Case Chapter 14:**

**Rolly on the Roller Coaster: Struggling to Handle Abuse and  
Workload -----129-136**

Umair Ahmed, Md Lazim Mohd Zin and Zahida Abro