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Editorial

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Teaching Case

- **Unrealistic Assumptions: Bijayananda Co-operative Sugar Mill** by *Dr. Manindra N. Nayak*
- **Tesla: Disruptor or Sustaining Innovator** by *Dr. Salma Ahmad and Dr. Mohd. Azmi Khan*

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Dear Readers,

We are happy to bring out the June 2019 issue of the Journal of Case Research, A Journal of Xavier University with the two teaching cases.

- **Unrealistic Assumptions: Bijayananda Co-operative Sugar Mill** by *Dr. Manindra N. Nayak*
- **Tesla: Disruptor or Sustaining Innovator** by *Dr. Salma Ahmad and Dr. Mohd. Azmi Khan*

We bring out this issue in the aftermath of the cyclone Fani which acted like a spanner in the works bringing the city and its offices to a complete halt for a considerable length of time. The Fani took us down memory lane to life twenty five years ago; when there was no mobile telecommunication, non-existent internet facility, and intermittent power supply the norm. In times where air-conditioning has become a necessity, if electricity powered fans worked for an hour a day, it was a luxury! It was also a stark reminder of how dependant our work and workplaces have become on technology. It could not be more of an irony, that in an era where we talk about electric vehicles and take pride in mankind's technological progress, nature has the ability to wipe out the infrastructure men painstakingly created in a fraction of a second. Nature's bounty and mercy is what we build our successes on and we should be ever grateful to Her! The first case looks at nature's bounty which is the foundation on which manufacturing is built. The second case discusses how technology can be used to reduce our carbon footprints for environment sustainability.

The first case on Unrealistic Assumptions: Bijayananda Co-operative Sugar Mill touches upon a very relevant but oft-missed aspect by managers. While examining the case of a sugar mill, the case raises pertinent questions about what can happen when assumptions driving strategic decisions are far from reality. This case looks at how despite changes in management, nothing much could be achieved because of an inherently falsely optimistic assumption that seemed to be driving all the owners. Based on a company in Odisha it will be

easily relatable to management students in India. The case may be used for Project management courses for business management students at the beginning of the course to discuss questions relating to critical assumptions relating to a project. In a course for MBA rural management students or agribusiness management the case is especially useful for its contextual richness.

The automobile market is seeing a definitive trend spurred by environmental concerns and government subsidies. According to Mckinsey's electrical vehicle index, electric vehicles could form 5 percent of the global light vehicle market. The second case on Tesla: Disruptor or Sustaining Innovator is an apt case reflecting this trend. As the producer and consumer interests in electric vehicles spike all over the world, the case can be used for a variety of courses such as Strategic Management, Innovation Management and Marketing simulating the interests from either side of the market.

Wishing you all Happy Reading!

With Warm Regards,

Prof. Mousumi Padhi

Editor

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