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Business Ethics

The Enron Saga

Abstract

The case 'The Enron Saga' outlines the problems faced by Enron in starting its operations in India-the legal, political and economic forces at play during the early 1990s. The case is an example of how Enron surmounted the different hurdles and made the project viable under the then prevailing business environment in India. The case outlines the various events from the time the MoU was signed till the final clearance. The case is a good example of the strategy adopted by Enron to make the project a success. It also draws a comparison with Cogentrix, which failed to take off under similar conditions as faced by Enron. The case also touches on the various options available to Enron and the MSEB to sustain the project under the prevailing circumstance of MSEB defaulting on payments.

Issues

Effective strategy can overcome the various political, legal and economic hurdles.

Reference Numbers

ICMR BECG001

ECCH 202-014-1

Organization(s) Enron, Dabhol Power, MSEB, Government of Maharashtra (GoM)

Countries India

Industry Power

Pub/Rev Date 2002

Case Length 10 pages

TN Length 5 pages

Ban of Tobacco Ads by the Government of India

Abstract

In early 2001, the Government of India (GoI), announced that it would table a bill banning tobacco companies from advertising their products and sponsoring sports and cultural events. The case 'Ban on Tobacco Ads by the Government of India' gives an overview of the issues that have been raised by this decision. The case brings to the fore both the ethical and commercial dimensions of such a ban. It looks at international precedents to such bans and examines the correlation between cigarette advertising and consumption.

Issues

Social Responsibility.

Reference Numbers

ICMR BECG002

ECCH 301-178-1

Organization(s) ITC, Philip Morris

Countries India

Industry Food, Beverages & Tobacco

Pub/Rev Date 2001

Case Length 7 pages

TN Length 5 pages

Indian Hotels – Ajit Kerkar Controversy

Abstract

The case focuses on the rise and fall of Ajit Kerkar, the former Chairman and Managing Director of Indian Hotels Co. Ltd. The case briefly discusses the various allegations of FERA violations leveled against Kerkar, which led to his downfall. It also mentions how the Tatas themselves had blown the whistle by providing the RBI with all the documents pertaining to Kerkar's violations. However, the RBI did not pursue the matter any further and passed on the case to the Directorate of Revenue Intelligence (DRI). The DRI registered the case under FEMA, which had more liberal regulations than FERA. The new regulations did not seem to apply to the investigation.

Issues

Rise and fall of Ajit Kerkar, Alleged FERA violations by Kerkar, Role of TATA group.

Reference Numbers

ICMR BECG003

ECCH 702-007-1

Organization(s) Indian Hotels, Tata Group

Countries India

Industry Food, Beverages & Tobacco

Pub/Rev Date 2002

Case Length 5 pages

TN Length 4 pages

BALCO – The Disinvestment Story

Abstract

The case study looks at the issues relating to the disinvestment of Bharat Aluminium Company (BALCO) by the Government of India (GOI). It discusses the incidents, which surfaced after the GOI's decision to reduce its stake in BALCO to 49% and sell the majority holding to Sterlite Industries. In February 2001, when GOI announced the dis-investment deal of BALCO, the opposition parties vehemently opposed the move and accused the government of selling BALCO for a price which was far below its actual value. There was also stiff resistance from Government of Chhatisgarh, as well as the workers of BALCO who went on a strike opposing the deal. The deadlock ended with the strike being called off after 62 days when the new management of BALCO finally brokered a deal with the workers.

Issues

Role of central and state governments in the disinvestments process.

Reference Numbers

ICMR BECG004

ECCH 202-012-1

Organization(s) BALCO

Countries India

Industry Metals & Mining

Pub/Rev Date March 2002

Case Length 9 pages

TN Length 4 pages

Firestone Tire Controversy

Abstract

The case 'The Firestone Tire Controversy' gives an overview of the controversy involving the US automobile giant, Ford and the Japanese tire manufacturer, Bridgestone/Firestone. By 2001, 174 people were killed in the accidents and crashes involving the Ford Explorer Sport Utility Vehicle which was equipped with Firestone tires. This led to the recall of tires by Firestone and it stopped supplying tires to Ford. Firestone alleged that the problem was with the Ford Explorer and not Firestone tires. Ford defended the safety of the Explorer and alleged that it was the defective tires that led to the accidents and recalled 13 mn. Tires for replacement. Firestone insisted that the tires are safe and Ford is replacing them to divert attention away from safety problems with its Explorer.

Issues

Product safety, product liability.

Reference Numbers

ICMR BECG005

ECCH 702-012-1

Organization(s) Firestone Tire Company, NHTSA, Bridgestone Corporation

Countries USA

Industry Automobile Industry

Pub/Rev Date 2002

Case Length 11 pages

TN Length 4 pages

Microsoft Antitrust Case

Abstract

The case 'Microsoft Antitrust Case' gives an overview of the legal battle between Microsoft and US Department of Justice. In 1997, the DOJ sued Microsoft alleging that it forced computer manufacturers to ship Microsoft Internet Explorer Web browser with its Windows 95 operating system. The case discusses in detail, the proceedings of the trial, which spanned more than three and a half years. It also talks of the various options before DOJ and the chances of Microsoft being sued by private companies in the future.

Issues

Monopolistic practices.

Reference Numbers

ICMR BECG006

ECCH 702-013-1

Organization(s) Microsoft Corporation, Department of Justice

Countries USA

Industry Information Technology

Pub/Rev Date 2002

Case Length 8 pages

TN Length 4 pages

The Napster Controversy

Abstract

The case examines the legal battle between the website Napster.com and the Recording Industry Association of America in the late 1990s to 2000. The legal and ethical viewpoints of both the parties involved in the controversy are presented.

Issues

Intellectual Property Rights, Business ethics

Reference Numbers

ICMR BECG007

ECCH 702-002-1

Organization(s) Napster.com, Recording Industry Association of America

Countries USA

Industry Media, Entertainment

Pub/Rev Date 2002

Case Length 5 pages

TN Length 4 pages

The Tata Tea – ULFA Story

Abstract

The case outlines the problems faced by the Indian tea industry due to militancy in Assam. The case explores in detail the problems Tata Tea faced following allegations that it was funding militants. The case also presents arguments put forth by the company as well as the Assam government in the debate on 'militant-funding vs. protection payment'. The case touches upon social, political and legal aspects of the Assam tea industry/ULFA-NDFB story. The case can be used to help students see the wide gamut of problems that a company operating in a politically sensitive region could face.

Issues

Role of Government in safeguarding industry, Social responsibility of Industry.

Reference Numbers

ICMR BECG008

ECCH 202-016-1

Organization(s) Tata Tea

Countries India

Industry Food & Beverages

Pub/Rev Date 2002

Case Length 9 pages

TN Length 5 pages

The Bhopal Gas Tragedy

Abstract

The case gives an overview of the Bhopal gas tragedy. On December 3, 1984, poisonous gas leaked from Union Carbide India Limited (UCIL's) pesticide plant in Bhopal, which killed thousands of people. The case brings out the ethical issues involved in the disaster. It discusses in detail the reasons behind the disaster. The case discusses the role played by Union Carbide Corporation after the disaster, and also talks about the role of the GOI and Madhya Pradesh government in the disaster.

Issues

Corporate social responsibility

Reference Numbers

ICMR BECG009

ECCH 702-006-1

Organization(s) Union Carbide India Limited

Countries India

Industry Chemicals

Pub/Rev Date 2002

Case Length 8 pages

TN Length 4 pages

The T-Series Story

Abstract

The case describes the role of the Indian music company, Super Cassettes Industries, in the music piracy business and examines the impact that this had on the music industry as a whole. The case also gives details of the fluctuating fortunes of Super Cassettes and presents the viewpoints of the group's supporters as well as its critics. The case is so structured as to enable students to see how Super Cassettes built up a successful business empire through music piracy.

Issues

Music piracy, music industry in India, ways to deal with music piracy

Reference Numbers

ICMR BECG010

ECCH 702-008-1

Organization(s) T-Series, Super Cassettes, HMV, Venus, IMI

Countries India

Industry Media, Entertainment & Information

Pub/Rev Date 2002

Case Length 7 pages

TN Length 4 pages

The Indian Liquor Industry Prohibition Story

Abstract

The case is so structured as to enable students to examine the political, economic and social consequences of liquor on society, to discuss the ethical dilemmas of the liquor business for the Governments, industry and the society, and to explore feasible alternatives to the dilemma faced by companies regarding their economic performance and social responsibilities.

Issues

Prohibition and its consequences, ethical dilemma of the governments in prohibition

Reference Numbers

ICMR BECG011

ECCH 702-009-1

Organization(s) 702-009-1

Countries India

Industry Food, Beverages & Tobacco

Pub/Rev Date 2002

Case Length 8 pages

TN Length 5 pages

The BAT - ITC Tussle

Abstract

The case examines the tussle between ITC Limited (ITC) and its parent company British American Tobacco (BAT) during the mid-1990s. The case also details the issues over which the two companies disagreed, with a focus on the ITC Chairman K L Chugh's role in the battle.

Issues

Tussle between BAT and ITC, Corporate Governance, FERA Violations by ITC.

Reference Numbers

ICMR BECG012

ECCH 302-086-1

Organization(s) ITC BAT

Countries India

Industry Food, Beverages & Tobacco

Pub/Rev Date 2002

Case Length 10 pages

TN Length 4 pages

Reality TV Controversies

Abstract

The case is intended to give an insight into reality TV programming and the controversies surrounding it. It explores in detail the trends in reality TV programming and the severe criticism it received from various groups worldwide. The case also discusses the moral and ethical responsibility of TV networks and the viewers who encourage such shows.

Issues

Impact of reality TV programming on the social, moral and ethical values of the viewers

Reference Numbers

ICMR	BECG013
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ECCH	702-018-1
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Organization(s)	Fox TV, Parents TV Council
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Countries	USA
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Industry	Media, Entertainment and Information
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Pub/Rev Date	2002
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Case Length	12 pages
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TN Length	8 pages
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Coke - Ethical Issues

Abstract

The case discusses the crisis faced by Coke in Europe when people fell ill after consuming its products. The case also brings out the ethical dimensions involved in Coke's exclusive school contracts, which was done to promote soft drink sales among school children.

Issues

Unethical Practices by companies.

Reference Numbers

ICMR	BECG014
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ECCH	702-020-1
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Organization(s)	Coca-Cola
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Countries	USA, Various European countries
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Industry	Food & Beverages
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Pub/Rev Date	2002
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Case Length	11 pages
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TN Length	4 pages
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The Johnson & Johnson Tylenol Controversy

Abstract

The case gives an overview of the problems faced by J & J because of Tylenol. In 1982, it was found that Tylenol capsules were laced with Cyanide. This resulted in the death of many people. However, with the company's proactive and effective public relations program, Tylenol regained its market share within six months. J&J again faced problems when people died due to overdoses of Tylenol. Though the company received bad publicity and had to spend millions of dollars in legal settlements, in contrast to its response in the previous case, J&J was reluctant to have more explicit warnings on Tylenol's labels.

Issues

Business ethics, crisis management.

Reference Numbers

ICMR	BECG015
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ECCH	702-019-1
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Organization(s)	Johnson & Johnson
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Countries	USA
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Industry	Drugs and Pharmaceuticals
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Pub/Rev Date	2002
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Case Length	12 pages
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TN Length	4 pages
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ITC - The FERA Violation Story

Abstract

The case examines the charges of FERA violations against tobacco major ITC in the 1990s. The case details the dubious international trading deals by ITC and its partners, the Chitalias, the Enforcement Directorate's investigations and the arrests of ITC executives. The case also looks at charges of excise duty evasion and share price manipulation against ITC. The case ends with a discussion on the measures taken by the company to restore its corporate image in the light of the light of the various charges.

Issues

Corporate governance, unethical practices.

Reference Numbers

ICMR	BECG016
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ECCH	202-027-1
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Organization(s)	Government of India, ITC
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Countries	India
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Industry	Food, Beverages and Tobacco
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Pub/Rev Date	2002
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Case Length	13 pages
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TN Length	5 pages
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The McDonald's 'Beef Fries' Controversy

Abstract

The case examines the controversy involving the global fast food major McDonald's, which was accused of wrongfully selling its French fries as 100% vegetarian products when they contained beef flavoring. It explores in detail the events that led to the controversy and the company's reactions to the allegations. The case also discusses the eventual settlement of the lawsuit with the company paying damages to vegetarian groups and accepting that it had made a mistake.

Issues

Social responsibility, truth in advertising, consumer interest groups.

Reference Numbers

ICMR	BECG017
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ECCH	702-022-1
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Organization(s)	McDonald's
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Countries	India
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Industry	Food, Beverages and Tobacco
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Pub/Rev Date	2002
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Case Length	11 pages
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TN Length	4 pages
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Nike's Labor Practices

Abstract

The case describes the maltreatment of employees and sweatshop conditions in Nike's Asian factories. In many Asian countries, Nike violated local labor laws. According to the Vietnam labor watch, Nike did not pay the minimum wages, did not provide proper working conditions, and did not take adequate health and safety measures. In addition, Nike turned a blind eye to child labor and sexual harassment in its factories. Though the company has taken some measures to improve the situation, it has reportedly failed to improve the working conditions and put an end to the ill treatment of its employees.

Issues

Human rights abuses, exploitation of labor, role of NGOs.

Reference Numbers

ICMR	BECG018
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ECCH	702-021-1
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Organization(s)	Nike, CBS News, Vietnam Labor Watch
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Countries	USA, Vietnam
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Industry	Apparel and Footwear Industry
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Pub/Rev Date	2002
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Case Length	11 pages
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TN Length	5 pages
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Reebok - Managing Human Rights Issues Ethically?

Abstract

The case covers in detail the various initiatives taken by Reebok over the years to prevent human rights violations in its footwear manufacturing operations. The case also covers the various human rights violations that were reported to have occurred in the footwear manufacturing facilities of Reebok in China. Reebok's efforts to address human rights and industrial relations issues in Chinese factories are also examined.

Issues

Efforts by MNCs to take care of human rights issues.

Reference Numbers

ICMR	BECG019
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ECCH	703-005-1
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Organization(s)	Reebok, China Labor Watch
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Countries	China, USA
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Industry	Apparel and Footwear
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Pub/Rev Date	2003
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Case Length	12 pages
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TN Length	7 pages
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Martha Stewart - "The Goddess of Domesticity"

Abstract

The case examines the career of Martha Stewart, a second generation Polish immigrant in America, who fashioned herself into a lifestyle and housekeeping expert. Her business empire which was named after her was involved in publishing, television shows, retail merchandizing and direct selling. In December 2001, she sold about 4000 shares of Imclone, a biotech company, a day before its share prices fell (due to FDA's rejection of its application for a new cancer drug). When news of this sale came to light in June 2002, she was suspected of making the sale on the basis of non public inside information. This controversy had a negative impact on her business. In this context, analysts questioned the wisdom of associating a company too closely with a person.

Issues

Dangers of centering a company around a person who comes to represent its brand.

Reference Numbers

ICMR	BECG020
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ECCH	703-006-1
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Organization(s)	Martha Stewart, Imclone Systems Inc, Omnimedia Inc
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Countries	USA
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Industry	Publishing, Merchandising, Television
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Pub/Rev Date	2003
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Case Length	12 pages
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TN Length	5 pages
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Kmart - Forced Towards Bankruptcy?**Abstract**

The case explores the events that led Kmart, a US-based retailing company that was an integral part of the country's corporate history, to bankruptcy in 2002. The case explains how the company, which was struggling with various problems on the operational front, was pushed into bankruptcy by the various unethical and illegal practices resorted to by its executives. The case also takes a brief look at Kmart's reorganization plans and its efforts to emerge from bankruptcy during 2002-03. Finally, the case discusses Kmart's future prospects in the light of its changed strategic game plan and the various problems that still persist.

Issues

Conflict between economic performance and social/ethical obligations of a company.

Reference Numbers

ICMR	BECG021
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ECCH	703-007-1
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Organization(s)	Kmart
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Countries	USA
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Industry	Retail
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Pub/Rev Date	2003
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Case Length	13 pages
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TN Length	No
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Coca-Cola & Pepsi Harm India's Ecology**Abstract**

The case discusses the controversy surrounding the Indian subsidiaries of multinational cola majors Coca-Cola and Pepsi in 2002-03. The two companies had caused severe ecological damage in the state of Himachal Pradesh by painting their advertisements on rocks. The case describes the ecological importance of these rocks and the nature and extent of environmental damage caused by the companies. Besides giving a detailed account of the legal proceedings initiated against them, the case also discusses the efforts taken by the companies to repair the damage. The case also gives information on the various other controversial activities of Coca-Cola and Pepsi in India.

Issues

Commercial exploitation of natural resources.

Reference Numbers

ICMR	BECG023
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ECCH	703-016-1
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Organization(s)	Coke, Pepsi
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Countries	India
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Industry	Food & Beverages
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Pub/Rev Date	2003
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Case Length	12 pages
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TN Length	No
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Sexual Harassment at Infosys**Abstract**

The case examines the controversy surrounding the charges of sexual harassment and unlawful termination made by an employee against Infosys, a leading Indian software company, during 2001-03. Phaneesh Murthy, a top level executive and a director on the company's board, was accused of sexually harassing and unlawfully firing his subordinate, Reka Maximovitch. The case provides information about the definition of sexual harassment and examines in detail the events that occurred from the time Maximovitch joined Infosys to the out-of-court settlement of the lawsuit. The reasons for the out-of-court settlement are discussed and the measures taken by Infosys to improve its internal policies regarding sexual harassment are described.

Issues

Sexual harassment at the workplace and its legal implications.

Reference Numbers

ICMR	BECG022
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ECCH	703-010-1
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Organization(s)	Infosys
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Countries	India
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Industry	Information Technology
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Pub/Rev Date	2003
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Case Length	11 pages
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TN Length	4 pages
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Wal-Mart - A Case of Employee Discrimination**Abstract**

The case discusses allegations of anti-employee practices against the world's largest retailer, Wal-Mart, in the early 21st century. It examines the various unethical and illegal human resource practices that employees claimed Wal-Mart was following particularly discrimination against women and the prevention of unionization. Detailed information is provided about instances of discrimination against female employees. The case also brings to light the apparently complacent attitude of Wal-Mart in eradicating the above problems, despite having been aware of them. The case seeks to study the impact of the allegations of labor rights violations on the employees, the company's image and its future performance.

Issues

Workplace discrimination.

Reference Numbers

ICMR	BECG024
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ECCH	703-009-1
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Organization(s)	Wal-Mart
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Countries	USA
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Industry	Retail
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Pub/Rev Date	2003
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Case Length	17 pages
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TN Length	No
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Kraft Food's Fight Against Obesity

Abstract

The case examines the growing impact of junk food on American society. It examines the role played by food companies in the increase in obesity in the US and Canada. The case discusses how Kraft Foods, the number one food products company in the US, faced criticism during the early 21st century for encouraging unhealthy eating habits which led to numerous health problems. It then describes the anti-obesity initiatives undertaken by the company to quell the criticism. The case also discusses the responsibility of companies towards their consumers and society as a whole from an ethical dimension. Finally, it examines the role of consumers and the government in the increase in the obesity growth rate, and discusses ways in which this crisis could be handled.

Issues

Social and corporate obligations of food companies.

Reference Numbers

ICMR	BECG025
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ECCH	703-015-1
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Organization(s)	Kraft Foods
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Countries	USA
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Industry	Food and Beverages
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Pub/Rev Date	2003
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Case Length	14 pages
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TN Length	No
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The Fall of Arthur Andersen

Abstract

The case examines the emergence of Arthur Andersen as one of the leading auditing and consulting firms in the world, on the basis of its emphasis on integrity and ethics in business. The case explains the factors that led to deterioration in the firm's culture during the 1990s. It examines Andersen's role in accounting fraud at Enron, one of its major clients. The case also examines the criminal charges faced by the firm in the Enron case and how the Enron case eventually led to the closure of Andersen. The unethical practices of audit firms in the 1990s are also discussed. The case also takes a look at the various initiatives taken by the government and other regulatory authorities, such as SEC and AICPA, to restore the trust of investors in corporate firms and audit firms in the US.

Issues

The importance of ethics, integrity and professional standards in the audit business.

Reference Numbers

ICMR	BECG027
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ECCH	403-049-1
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Organization(s)	Arthur Andersen, US DOJ
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Countries	USA
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Industry	Financial Services
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Pub/Rev Date	2003
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Case Length	14 pages
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TN Length	No
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Pepsi in Burma - A Globalization Catastrophe

Abstract

The case deals with the experiences of the global cola major, PepsiCo, in Myanmar (Burma) during the 1990s. It gives a brief profile of the political, social and economic crisis in Burma under the military rule of the State Law & Order Restoration Council (SLORC). The case discusses why the SLORC opened up the Burmese economy and why Pepsi rushed to do business with this country. It then describes the widespread, global opposition by students, human rights activists, politicians, governments and various other parties to the support provided by MNCs (focusing on Pepsi) to Burma's rulers. Finally, it explores Pepsi's partial pull-out from Burma in 1996, the resulting protests, followed by the complete pull-out in 1997.

Issues

Why MNCs take business decisions ignoring social considerations.

Reference Numbers

ICMR	BECG026
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ECCH	703-017-1
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Organization(s)	Pepsi
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Countries	USA and Canada, Burma
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Industry	Food & Beverages
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Pub/Rev Date	2003
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Case Length	12 pages
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TN Length	No
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The Tug of War over GESCO Corporation

Abstract

The case "The Tug of War Over GESCO Corporation", traces the various developments that had taken place in the tug of war over GESCO Corp. In October 2000, Abhishek Dalmia made an open offer for 45% stake in GESCO Corp at Rs. 27 per share. Since then, the battle between the Sheths-the promoters of GESCO Corp and the Dalmias had strengthened. The late 2000, saw both the sides making offers and counter offers. They had reached a stage where both the groups were fighting a losing battle. The price of the share went up to Rs. 45 per share with the Dalmias' making the last call. In January 2001, good sense prevailed on both the sides and they reached an agreement. By the agreement, the Dalmias' sold their 10.5% stake in GESCO at Rs. 54 per share.

Issues

Corporate takeovers.

Reference Numbers

ICMR	BECG028
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ECCH	702-003-1
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Organization(s)	GESCO Corporation, Renaissance Estates Ltd, HDFC
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Countries	India
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Industry	Financial Services
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Pub/Rev Date	2002
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Case Length	8 pages
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TN Length	4 pages
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The Arun Bajoria - Bombay Dyeing Tussle

Abstract

The case, 'The Arun Bajoria – Bombay Dyeing Tussle' provides insights into the events leading to the SEBI decision to bar jute businessman and stock market operator Arun Bajoria to trade in the stock market. The case examines how Arun Bajoria acquired a stake in Bombay Dyeing and also discusses the criticism faced by the regulatory authorities and the problems with the SEBI takeover code.

Issues

SEBI takeover code.

Reference Numbers

ICMR	BECG029
ECCH	301-203-1
Organization(s)	Hooghly Mills Company Ltd, Bombay Dyeing, SEBI, FICCI
Countries	India
Industry	Financial Services
Pub/Rev Date	2001
Case Length	6 pages
TN Length	4 pages

Rio Tinto – The Mining Giant Pollutes Indonesia's Environment

Abstract

The case discusses the controversies regarding environmental abuses in Indonesia caused by Rio Tinto, the world's largest mining company. It provides information about Rio Tinto's mining operations at the Kelian Gold mine, Grasberg Gold and Copper mine, and East Kutai Gold mine in Indonesia. The nature and extent of environmental pollution and damage to the country's natural resources caused by these mines has been examined in depth. The case not only discusses the efforts taken by the company to repair the damages thus caused but also comments on their inadequacy. Besides briefly describing the nature of the mining industry, the case gives information about various other allegations of unethical business practices raised against Rio Tinto in Indonesia as well as in various other parts of the world.

Issues

Mining in Indonesia, Rio Tinto's corporate social responsibility, environmental pollution, unethical business practices.

Reference Numbers

ICMR	BECG030
ECCH	703-019-1
Organization(s)	Rio Tinto
Countries	Indonesia
Industry	Mining
Pub/Rev Date	2003
Case Length	15 pages
TN Length	No

Dr. Reddy's Foundation for Human and Social Development

Abstract

The case explains the evolution of Dr. Reddy's Foundation for Human and Social Development (DRFHSD) and its initiatives for improving the conditions of the underprivileged. The case provides information on the mission of the Foundation and its different projects. It focuses on the role played by Dr. Reddy and DRL in the Foundation's activities. The case discusses the innovative programs of the Foundation and the support of other corporate houses & NGOs/NPOs in successful implementation of these programs.

Issues

Corporate Social Responsibility.

Reference Numbers

ICMR	BECG031
ECCH	704-002-1
Organization(s)	Dr. Reddys Labs India
Countries	India
Industry	Pharmaceuticals
Pub/Rev Date	2003
Case Length	9 pages
TN Length	4 pages

Nestlé's Social Irresponsibility in Developing Nations

Abstract

Nestlé was frequently criticized for using unethical marketing practices to promote the sales of some of its products. The company was severely condemned by health agencies around the world for its marketing of infant formula in developing countries, by conveying the message that the formula was better for babies than mothers' milk. There were also demands on the company to stop purchasing cocoa from the Ivory Coast, where bonded labor and children were used on plantations to harvest cocoa beans. Nestlé also became mired in a controversy for selling genetically modified food in some Asian countries without labeling them explicitly. Pure Life, the mineral water brand the company launched in some Asian countries, was also criticized for being too high priced.

Issues

Corporate social responsibility.

Reference Numbers

ICMR	BECG032
ECCH	704-003-1
Organization(s)	Nestle
Countries	South Africa
Industry	FMCG
Pub/Rev Date	2003
Case Length	10 pages
TN Length	4 pages

Canon's 'Kyosei' Philosophy and Social Responsibility Initiatives

Abstract

The case discusses in detail the social responsibility initiatives undertaken by the Japanese digital imaging equipment giant – Canon Inc. The case describes how Canon's corporate philosophy – Kyosei – guided the company's operations and its behavior towards its employees, partners, customers, competitors, environment and the communities in which it operated. It elaborates the way in which Canon practiced the principles of Kyosei. By practicing the philosophy, Canon was globally recognized as one of the most socially responsible corporate citizens.

Issues

Corporate philosophy and social responsibility.

Reference Numbers

ICMR BECG033

ECCH 704-011-1

Organization(s) Canon Inc.

Countries Japan

Industry Office Automation

Pub/Rev Date 2004

Case Length 9 pages

TN Length No

Governance Issues at the New York Stock Exchange

Abstract

The case focuses on the allegations of misgovernance at New York Stock Exchange (NYSE) and the governance reforms introduced in the exchange by interim Chairman John Reed. Over the years, NYSE was criticized by the analysts and industry observers for its outdated mode of working and governance practices. The disclosure of Grasso's compensation led to widespread criticism against the exchange regarding its governance practices. The case brings out the working of NYSE and allegations against it, and it also discusses the reforms initiated by NYSE's interim CEO and Chairman, John Reed.

Issues

NYSE's working and governance practices.

Reference Numbers

ICMR BECG035

ECCH 704-019-1

Organization(s) NYSE

Countries USA

Industry Securities trading

Pub/Rev Date 2004

Case Length 18 pages

TN Length 5 pages

Sustainable Development at Alcoa Inc.

Abstract

The case provides a detailed account of sustainable development (SD) initiatives taken up by Alcoa Inc (Alcoa), the world's largest aluminum company. It begins with an explanation of the concept of SD and its evolution and gradual acceptance by the global corporate sector. It also discusses the need and importance of integrating SD into business processes. After taking a brief look at Alcoa's history and its business operations, the case describes the company's SD initiatives from the 1950s till late 2003. It also elaborates upon the major benefits and awards the company received due to these initiatives. The case ends with a comment on Alcoa's future plans regarding SD with respect to its '2020 Strategic Framework.'

Issues

Sustainable development and its importance to business.

Reference Numbers

ICMR BECG034

ECCH 704-018-1

Organization(s) Alcoa Inc.

Countries USA

Industry Aluminum

Pub/Rev Date 2004

Case Length 22 pages

TN Length No

Procter & Gamble vs. Unilever - A Case of Corporate Espionage

Abstract

The case discusses the corporate espionage controversy involving two of the world's largest consumer product companies, P&G and Unilever, in the early 21st century. It gives an overview of the concepts of competitive intelligence and corporate espionage and examines the differences between them. It then outlines the evolution of corporate espionage over the centuries and examines the reasons for its increasing use. Next, the case details the covert operation conducted by P&G to gain competitive information about Unilever's shampoo business in the US. It examines the steps taken by P&G's top management after discovering the secret operation, to settle the matter with Unilever. Finally, it talks about Unilever's response to the incident, its settlement demands, and summarizes the lessons that can be learnt from this episode.

Issues

Concepts of competitive intelligence and corporate espionage.

Reference Numbers

ICMR BECG036

ECCH 704-017-1

Organization(s) Procter & Gamble, Unilever

Countries USA

Industry FMCG

Pub/Rev Date 2004

Case Length 15 pages

TN Length No

Boeing's Unethical Practices**Abstract**

Boeing's board had independent directors in the majority. The company was also well-known for the values and the code of conduct it had laid down. However, the company came under criticism on several occasions for its alleged unethical practices. The case focuses on these ethical lapses that are alleged to have occurred in Boeing. The case gives detailed information about the various lapses at Boeing – an accounting scandal, the Lockheed Martin controversy and the tanker lease deal controversy.

Issues

Role of the board in ensuring ethical practices.

Reference Numbers

ICMR BECG037

ECCH 704-033-1

Organization(s) Boeing

Countries USA

Industry Aerospace

Pub/Rev Date 2004

Case Length 10 pages

TN Length 4 pages

Trouble in the 'Magic Kingdom' – Governance Problems at Disney**Abstract**

The case discusses the governance problems at Disney. In late 2003, Roy Disney and Stanley Gold, both of whom were directors at the company resigned from the board in protest against the governance practices at Disney. They alleged that CEO Michael Eisner ran the company like a 'personal fiefdom' and that the board was only a rubber stamp to his decisions. The case looks into this allegation and studies a few instances where Disney did not seem to conform to the principles of good corporate governance. It also discusses the future of Disney in the context of the allegations of bad governance and the bid by Roy and Gold to oust Eisner from the company and install a new board.

Issues

Importance of good governance, especially in large companies.

Reference Numbers

ICMR BECG038

ECCH 704-037-1

Organization(s) Walt Disney Co.

Countries USA

Industry Media & Entertainment

Pub/Rev Date 2004

Case Length 10 pages

TN Length 4 pages

Snow Brand's Unethical Practices in Japan**Abstract**

Snow Brand Milk Products Co. Ltd. was the largest dairy products manufacturer in Japan while its subsidiary Snow Brand Food Co. was one of the largest meat processing and food products manufacturers. In the year 2000, for the first time since its establishment, Snow brand Milk Products Co. Ltd. posted group losses and had to close some of its dairy factories due to a massive decline in sales of milk products following a food poisoning incident. In 2002, Snow Brand Milk Products Co. Ltd. liquidated its subsidiary, Snow Brand Food Co. Ltd. due to irreparable damage caused by the unethical practices at Snow Brand Food Co. Ltd. The case examines the events that led to the decline of the company, and the consequences of unethical practices and lack of social responsibility. The case also explores the restructuring/rehabilitation initiatives taken up by Snow Brand after the scandals came to light.

Issues

Loss of customer trust, Importance of crisis management.

Reference Numbers

ICMR BECG039

ECCH 704-038-1

Organization(s) Snow Brand Milk Products Co. Ltd.

Countries Japan

Industry Food products

Pub/Rev Date 2004

Case Length 15 pages

TN Length 5 pages

Royal Dutch/Shell 'Oil Reserves' Controversy**Abstract**

Royal Dutch/Shell (Shell) has been reportedly involved in inflating its 'proven' oil reserves figures that has significantly tarnished its image as one of the best professionally managed companies in the world. The case provides detailed insights into the role played by the top management at Shell leading to the oil reserves controversy. It describes the events leading to the Shell's announcement to revise its oil reserves figures. Finally, the case examines a few initiatives taken by the company to restore investor confidence and the lessons to be learned from the controversy.

Issues

Unethical business practices.

Reference Numbers

ICMR BECG040

ECCH 704-049-1

Organization(s) Royal Dutch/Shell

Countries Netherlands/UK

Industry Oil and Energy

Pub/Rev Date 2004

Case Length 13 pages

TN Length No

Greenpeace: Working for a "Green and Peaceful Future"

Abstract

Greenpeace, a non-profit organization is dedicated to improving and preserving the environment and the ecology of planet Earth. In this task, it is helped by its thousands of members and volunteers. Most of its funding comes through donations from its supporters, but in this matter, the organization is very strict about not accepting any donations from any organizations, governments or political parties. In recent years, Greenpeace has got a lot of criticism for having too narrow a vision as regards new scientific developments. It has also been accused of caring more for the publicity and less for the issue itself. Greenpeace has tried to remodel itself and to evolve as a more responsible environment conscious organization.

Issues

Strategies used by Greenpeace to achieve its goals. To understand the social responsibility of businesses towards the environment.

Reference Numbers

ICMR	BECG041
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ECCH	704-054-1
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Organization(s)	Greenpeace
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Countries	Global
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Industry	Non Profit Organization
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Pub/Rev Date	2004
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Case Length	14 pages
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TN Length	No
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Governance Problems in Citigroup Japan

Abstract

In September 2004, Federal Services Agency (FSA), the financial regulatory body of Japan, announced the closure of Citigroup's Private Banking business in Japan starting from September 30, 2005 onwards. Independent investigations conducted by FSA revealed major violations of law by the Private Banking unit. It was involved in activities which were permitted to be performed by only securities companies and not banking companies. The case details the irregularities in Citigroup's Japanese operations and highlights the importance of good governance. It also examines the measures taken by Citigroup to fix these problems and analyzes the efficacy of these measures.

Issues

The importance of good governance in a financial services company.

Reference Numbers

ICMR	BECG043
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ECCH	704-071-1
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Organization(s)	Citygroup
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Countries	Japan, US
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Industry	Financial Services
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Pub/Rev Date	2004
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Case Length	15 pages
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TN Length	No
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Halliburton 'Over Billing' Controversy

Abstract

The case examines the unethical business practices of Halliburton Company (Halliburton), a leading engineering and oil exploration services provider. It gives a detailed account of the allegations that the company has been facing over the years. Halliburton was reportedly involved in doing business with countries with which trades were prohibited by the US government. The company was also alleged to have been involved in violating accounting practices by including 'disputed claims' as revenues in its income statement. More recently, Halliburton's subsidiary - KBR was reportedly involved in 'overbilling' of oil and food supplies to the US army during the Iraq war in March 2003. The case also highlights the company's political connections that had benefited Halliburton over the years.

Issues

Study how adverse business conditions often cause companies to resort to unethical practices.

Reference Numbers

ICMR	BECG042
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ECCH	704-053-1
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Organization(s)	Halliburton Company
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Countries	US, IRAQ
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Industry	Oil and Energy
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Pub/Rev Date	2004
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Case Length	14 pages
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TN Length	No
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KFC In India - Ethical Issues

Abstract

The case highlights the ethical issues involved in Kentucky Fried Chicken's (KFC) business operations in India. KFC entered India in 1995 and has been in midst of controversies since then. The regulatory authorities found that KFC's chickens did not adhere to the Prevention of Food Adulteration Act, 1954. Chickens contained nearly three times more monosodium glutamate (popularly known as MSG, a flavor enhancing ingredient) as allowed by the Act. Since the late 1990s, KFC faced severe protests by People for Ethical Treatment of Animals (PETA), an animal rights protection organization. PETA accused KFC of cruelty towards chickens and released a video tape showing the ill-treatment of birds in KFC's poultry farms. However, undeterred by the protests by PETA and other animal rights organizations, KFC planned a massive expansion program in India.

Issues

Illtreatment against animals, Animal rights issues.

Reference Numbers

ICMR	BECG044
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ECCH	704-070-1
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Organization(s)	KFC
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Countries	India
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Industry	Fast Foods
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Pub/Rev Date	2004
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Case Length	16 pages
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TN Length	9 pages
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The Exxon Valdez Oil Spill

Abstract

The case describes the Exxon Valdez oil spill, one of the worst ever environmental damage caused by an industrial disaster. In March 1989, the oil tanker Exxon Valdez, owned by Exxon, a leading oil exploration and production company in the world, spilled 11 million gallons of crude oil in the Prince William Sound in Alaskan region that caused major ecological and financial damage to the people of the region. The case examines the response of Exxon to deal with the disaster and the compensation paid by the company to the victims. Though Exxon claims that it had acted responsibly and had spent around \$3 bn to clean the region and as damages to the victims, the largest sum paid by any corporate to mitigate the environmental damage, environmentalists believe that the company must pay more. The case highlights the ethical issues involving the disaster and examines the response of ExxonMobil.

Issues

Factors that led Exxon Valdez spill and ethical issues involving the disaster.

Reference Numbers

ICMR BECG045

ECCH 705-008-1

Organization(s) Exxon

Countries US

Industry Petroleum

Pub/Rev Date 2005

Case Length 16 pages

TN Length No

The Recall of Vioxx

Abstract

The case gives an overview on the controversy involving Vioxx; a drug produced by the US based Merck, a global pharma major. Vioxx was used for the treatment of arthritis and acute pain. The product was promoted aggressively by Merck and had emerged as one of the best selling drugs for Merck within a year of its launch. However, medical experts raised doubts about the cardiovascular risks associated with Vioxx's long-term usage. In the initial years, Merck disagreed with the various medical studies that indicated cardiovascular risks until its own internal study indicated the risk. Finally, in September 2004, Vioxx was recalled from the market.

Issues

Ethical issues involved in the controversy associated with Vioxx. Analyze the way Merck responded on the Vioxx issue.

Reference Numbers

ICMR BECG046

ECCH 705-007-1

Organization(s) Vioxx

Countries US

Industry Pharma

Pub/Rev Date 2005

Case Length 12 pages

TN Length No

Cemex's Social Responsibility Initiatives

Abstract

The case gives an overview of the major social responsibility initiatives including environmental conservation and community welfare undertaken by Mexico based Cemex; one of the largest cement companies in the world. In more than 30 countries in which the company operated, Cemex had taken several steps to improve the quality of living of the people residing in the local communities. The case describes in detail, the Cemex's 'Patrimonio Hoy' program introduced in Mexico, which aimed at fulfilling the housing needs of low income group in Mexico. Under the program, Cemex developed and delivered affordable building products and services to the poor people living in Mexican cities to construct their own houses.

Issues

Environmental Conservation, Community Welfare, Patrimonio Hoy.

Reference Numbers

ICMR BECG047

ECCH 705-017-1

Organization(s) Cemex Corporation

Countries Mexico

Industry Cement

Pub/Rev Date 2005

Case Length 14 pages

TN Length No

Voxiva's Social Responsibility Initiatives

Abstract

This case examines the social responsibility initiatives of Voxiva in Peru. Voxiva uses information and communication technologies (ICTs) to offer healthcare solutions aimed at rural citizens in developing countries. The company has deployed a solution in Peru known as 'Alerta' that facilitates employees in hospitals in rural areas provide information to the health ministry about disease outbreaks in real-time. Alerta enables two way information between health officials in rural areas and health ministry based in Lima, Peru. This helps in responding quickly to any disease before it infects many people and becomes an epidemic. Based on the ICTs, Voxiva provided many solutions encompassing public health, public safety and e-government. Based on Alerta, Voxiva has deployed disease surveillance system in India and Iraq. The company uses its technology to provide health solutions in parts affected with HIV/AIDS in Africa.

Issues

Examine the healthcare needs of developing countries and discuss how ICTs can be used to solve healthcare problems.

Reference Numbers

ICMR BECG048

ECCH	
Organization(s)	
Countries	Peru
Industry	IT, Healthcare
Pub/Rev Date	2005
Case Length	13 Pages
TN Length	No

CSR Initiatives at HSBC: Making Good Business Sense

Abstract

This case discusses the corporate social responsibility (CSR) initiatives at the HSBC Group and how CSR was viewed as complementary to the nature of business at the bank. The case describes how HSBC incorporated CSR initiatives into the strategic plan of the group and made efforts to translate it into action across the organization. It also deals with some of the challenges the group faced in dealing with issues such as financing controversial projects and business process outsourcing.

Issues

Understand the importance of CSR in today's global business environment.

Reference Numbers

ICMR BECG049

ECCH

Organization(s)

Countries	UK
Industry	Banking / Financial Services
Pub/Rev Date	2005
Case Length	10 Pages
TN Length	4 pages

The Tata Group - Integrating Social Responsibility with Corporate Strategy

Abstract

The Tata group has been credited for aggressively pursuing several corporate social responsibility (CSR) initiatives in India. The case describes the vision and mission of Tata group which places importance on CSR. It then examines how the group's vision is translated into action through the various community development initiatives. The case focuses on issues like, how the Tata group had gone about integrating various CSR initiatives across the group companies, the measures it is adopting for institutionalizing the concept and the various benchmarks adopted. Finally, the case examines how Tata Group is integrating CSR with its business processes in the organization's journey towards business excellence.

Issues

To provide insights into the concept of Corporate Social Responsibility and study how it has been practiced by the Tata group.

Reference Numbers

ICMR BECG150

ECCH

Organization(s)

Countries	India
Industry	Diversified
Pub/Rev Date	2005
Case Length	14 pages
TN Length	No