

### BP's Continuing Safety Problems: The Gulf of Mexico Crisis

#### Abstract

This case is about the Gulf of Mexico oil spill and the continuing safety problems at BP, one of the largest oil and gas producers in the world. The British oil giant with a history of repeated safety violations was held responsible for the oil spill in the Gulf of Mexico. The spill was caused by an explosion aboard an offshore drilling rig leased by BP. Eleven workers were feared dead and fifteen injured in the explosion. After the explosion, the rig sank 5,000 feet to the ocean floor and since then at least 210,000 gallons of oil a day had been leaking into the Gulf. The case describes in detail the consequences of the oil spill, considered to be the worst ever environmental catastrophe in US history caused by an industrial disaster. According to experts, the oil spill would adversely impact the environment as well as human and marine life in the Gulf region.

The case highlights the ethical issues involved in the disaster and examines BP's response to it. Though the company accepted responsibility for the explosion and was making efforts to manage the oil spill, it remained largely unsuccessful in plugging the leak. As efforts to contain the spill continued, critics alleged that BP had put profits before safety and developed an "unhealthy corporate culture" where cost-cutting was given more priority than the safety of the workers.

#### Issues

Study the factors that led to the Gulf of Mexico oil spill.

Analyze the responsibilities of BP in the event of the spill.

Understand the importance of the safety culture and process safety management.

Understand the effects of the oil spill on the company in particular and the oil industry in general.

Examine the approach adopted by BP in managing the spill.

#### Reference Numbers

ICMR ..... BECG 116

ECCH ..... 710-029-1

Organization(s) ..... BP

Countries ..... US

Industry ..... Petroleum

Pub/Rev Date ..... 2010

Case Length ..... 19 Pages

TN Length ..... 5 Pages

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### Bhopal Gas Tragedy: Revisited after Twenty-five Years

#### Abstract

December 3, 2009, marked the 25th anniversary of the world's worst ever industrial disaster — the gas leak that occurred at Union Carbide India Ltd's (UCIL) pesticide plant in Bhopal (Madhya Pradesh, India). The tragedy that instantly killed more than 3,000 people and left thousands injured and affected for life, occurred when water entered Methyl Isocyanate (MIC) storage tank No. 610 of the plant on December 3, 1984. MIC is one of the deadliest gases produced in the chemical industry and is known to react violently when it comes into contact with water or metal dust. Though the plant was closed down soon, the after-effects of the accident left an estimated 25,000 people dead and around 600,000 people affected due to gas-related disorders. What compounded the tragedy was that the victims failed to get adequate compensation and the generation that followed continued to suffer from health complications. However, the multinational corporation responsible for the disaster still continued to evade responsibility.

The US-based Union Carbide Corporation (UCC), the parent company of UCIL, stuck to its outrageous argument that the incident had occurred due to an act of sabotage by a disgruntled worker. It, however, failed to name the worker. It downplayed the health effects of MIC and discredited the victims and activists fighting for justice. It tried to evade responsibility by shifting the blame on to the Indian subsidiary and the Indian government. UCC claimed that it did not have any say in the operations of its subsidiary. The company engaged in lengthy litigation which led to a delay in compensation being provided to the victims. Even the people who obtained a paltry amount years later, as UCC agreed to pay US\$ 470 million, had to continue residing in the surroundings of the plant that had not been cleaned up, exposed to the toxic environment. Contrary to UCC's assertion, independent experts believed that the disaster had occurred due to negligent management practices and that corporate greed had played a role in this. They also did not buy UCC's argument that the company did not have operational control over its Indian subsidiary.

In 2001, UCC tried to enter into oblivion by merging with the US-based Dow Chemical Company (Dow). After the merger, Dow too refused to take responsibility for the incident, arguing that it had never operated the plant at Bhopal and that it had insulated itself from UCC's Bhopal liabilities by virtue of how it had structured the acquisition. Not only did it contend that the compensation claim had been already settled by UCC much before it had

acquired the company, but it also continued to lobby the Indian government to resolve the issue once and for all in its favor. The Indian government too came in for criticism as it was viewed as siding with the rich multinationals, more concerned about a backlash from foreign investors who had become more important players in the Indian economy following liberalization.

A quarter of a century later, toxic chemicals lay in the vicinity and children who played near the site and livestock grazing on the ground were fully exposed to it. In addition to the surroundings, the walls of the plant and the roof remained covered with toxic materials which far exceeded safety standards. Moreover, sacks of chemicals and pesticides lay scattered around the abandoned factory in a state of decomposition. The survivors residing near the plant continued to depend on groundwater sources that were highly contaminated as the heavy metals and solvents had seeped into the ground after rainfall. Survivors and their next generation continued to suffer from a number of ailments and cancers. Children were still being born with birth defects and there was an unusually high incidence of mental handicap and other ailments.

Critics felt that the situation in Bhopal only went to show how multinational corporations had amassed disproportionate power and influence in the global stage and showed contemporary capitalism at its worst. The fact that UCC and then Dow had been able to evade the real costs of compensation and clean-up, was viewed by critics as an example of the power and impunity enjoyed by multinational corporations. The victims' struggle against UCC, and then Dow, were recognized as the world's longest running struggle against corporate excesses. Experts felt that the outcome of this struggle would have huge implications for globalization. And as such, the incident at Bhopal was not just an industrial disaster from the past century, but a very important issue of the new millennium of people's right, government responsibility, and corporate accountability.

#### Issues

Analyze and understand the world's worst industrial disaster, its reasons, and consequences (both short-term and long-term), and why it is relevant even today.

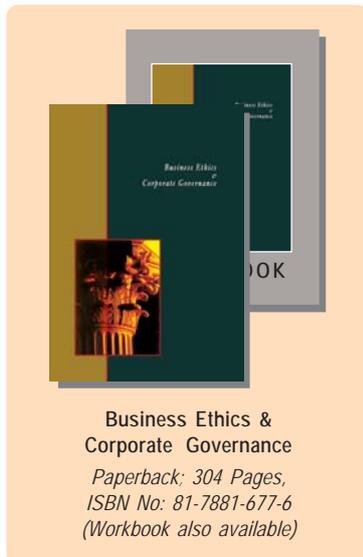
Discuss and debate the stance taken by the multinational corporation, host government, and other stakeholders following the disaster.

Understand why this tragedy and the outcome reflect the dark side of contemporary capitalism.

Understand the transnational aspects of the ethical debate and how multinational corporations can be held accountable for its malpractices in a country other than its origin.

**Reference Numbers**

|                       |  |
|-----------------------|--|
| ICMR .....            | BECG 115   |
| ECCH .....            | 710-020-1  |
| Organization(s) ..... | Union Carbide Corporation; Dow Chemicals Company |
| Countries .....       | India  |
| Industry .....        | Chemicals  |
| Pub/Rev Date .....    | 2010   |
| Case Length .....     | 34 Pages   |
| TN Length .....       | 17 Pages   |

**Environmental Sustainability Initiatives at Ford Motor Company****Abstract**

The case examines the environmental sustainability initiatives at the US based Ford Motor Company (Ford). Founded in 1903, Ford was the fourth-largest automaker in the world based on the number of vehicles sold in the year 2009. Since the early 1990s, the company had started taking efforts to reduce the impact of its operations on the environment. The company established targets to achieve reduction in the usage of energy, water and Green House Gas (GHG) emissions. It also pledged to invest in developing environmentally friendly vehicle technologies including hybrids, diesels, bio-diesels, advanced engines, etc. However, in spite of its environmental initiatives, Ford attracted criticisms. Environmentalists criticized the company for not taking enough measures to reduce carbon dioxide (CO<sub>2</sub>) emissions from its operations. The case also details other criticisms against the company.

**Issues**

Understand the environmental policy of Ford. Learn about the initiatives taken by Ford to address issues concerning environment in its operations.

Analyze the nature of criticism against Ford's environmental sustainability efforts.

**Reference Numbers**

|                       |                    |
|-----------------------|--------------------|
| ICMR .....            | BECG 114           |
| ECCH .....            | 710-014-1          |
| Organization(s) ..... | Ford Motor Company |
| Countries .....       | US                 |
| Industry .....        | Automobile         |
| Pub/Rev Date .....    | 2010               |
| Case Length .....     | 16 Pages           |
| TN Length .....       | 4 Pages            |

**The Coca-Cola - Honest Tea Deal: Promoting Sustainability or Corporate Greenwashing?****Abstract**

US-based Honest Tea Inc. (Honest Tea) was founded by Seth Goldman and Barry Nalebuff in 1998, as all natural, bottled iced tea company. From natural tea, Honest Tea went on to sell organic tea in 1999. Since its inception, social responsibility and environmental sustainability were of prime importance to Honest Tea and were a part of the company's identity and purpose. Honest Tea partnered with local communities to procure organic ingredients. As Honest Tea procured fair trade products, the workers on the farms benefited as they were provided with better wages and working conditions.

In a span of ten years, Honest Tea's revenue growth witnessed a CAGR of 66%. The company's revenues reached US\$ 38 million by 2008 from US\$ 250,000 in 1998. In February 2008, the Coca-Cola Company acquired an equity stake of 40% in Honest Tea. The agreement between the companies stated that Coca-Cola can acquire the remaining stake after three years. Seth Goldman maintained that Coca-Cola's acquisition of the stake would benefit Honest Tea, as it would strengthen the company's distribution capabilities.

However, customers who lent their support to Honest Tea over the years were not happy with this deal. They said that Honest Tea was selling out to Coca-Cola, which had a history of environmental and labor abuses in some of its international markets. Some of the industry experts were of the view that Coca-Cola may discontinue Honest Tea's sustainable business practices.

**Issues**

Understand sustainability as a corporate strategy with reference to the incorporation and operations of Honest Tea.

Understand the challenges faced by start-ups that adopt sustainable practices and the ways to overcome these challenges.

Evaluate the methods by which companies can practice sustainability management and gain competitive advantage.

Appreciate the emerging trend among the companies to assume responsibility towards the environment and society.

Analyze the trend of multinational corporations acquiring a stake in companies involved in mission driven businesses and the consequences thereof.

**Reference Numbers**

|                       |                               |
|-----------------------|-------------------------------|
| ICMR .....            | BECG 113                      |
| ECCH .....            | 710-015-1                     |
| Organization(s) ..... | Honest Tea, Coca-Cola Company |
| Countries .....       | US                            |
| Industry .....        | Non-carbonated Beverages      |
| Pub/Rev Date .....    | 2010                          |
| Case Length .....     | 22 Pages                      |
| TN Length .....       | 12 Pages                      |

**Apple's Mystique: The Dark Side****Abstract**

Over the years, the US-based technology giant Apple Inc. (Apple) have earned the reputation for its innovative products and for its ability to create a huge amount of hype surrounding its new product launches. Experts felt that its success was, in part, due to the mystique surrounding Apple and its products which has been created by the company by maintaining a veil of secrecy. So much so, that secrecy has become one of the key elements of Apple's corporate culture. Critics contend that this aspect of Apple's culture also has a dark side. Apple imposed harsh sanctions on employees who violated rules by sharing information. Due to its obsession with secrecy, Apple sued bloggers, online journalists and former employees for disclosing confidential details about upcoming products. In 2009, the company also attracted criticism for failing to disclose vital information regarding CEO Steve Jobs' health to its shareholders. Some critics opined that this strict insistence on absolute secrecy was robbing Apple of its humanity and has also become morally and ethically untenable.

**Issues**

Study how Apple maintained a culture of secrecy at the company.

Understand why this culture of secrecy maintained at Apple, which supposedly gave Apple a competitive edge, have also attracted criticism for the company.

Discuss whether the Apple's actions were ethical.

Discuss whether there should be a change in the company's policy in this regard.

*Reference Numbers*

|                              |                             |
|------------------------------|-----------------------------|
| <i>ICMR</i> .....            | <i>BECG 112</i>             |
| <i>ECCH</i> .....            | 710-013-1                   |
| <i>Organization(s)</i> ..... | <i>Apple Inc</i>            |
| <i>Countries</i> .....       | <i>US / Global</i>          |
| <i>Industry</i> .....        | <i>Consumer Electronics</i> |
| <i>Pub/Rev Date</i> .....    | 2010                        |
| <i>Case Length</i> .....     | 22 Pages                    |
| <i>TN Length</i> .....       | 12 Pages                    |

### Nike 'Considered' - An Environmental Sustainability Initiative

**Abstract**

US based Nike, the world's leading athletic footwear company, launched an eco-friendly shoe in 2005 under a newly created product line called 'Considered.' The launch of 'Considered' product line was one of the major and innovative environmental friendly initiatives of Nike. The company had been making efforts to reduce its environmental footprint since the early 1990s. It took several steps like phasing out sulfur hexafluoride, recycling shoes and manufacturing waste to design sports surfaces and working along with several NGOs to reduce its environmental impact.

Nike 'Considered' is an innovative concept where designers were encouraged to design shoes using less amounts of harmful adhesives and more of recycled material. The concept was further extended to be used in apparel and sports equipment that the company produced. Nike had developed an index called 'Considered Index' using which Nike's designers could get a ranking based on the environmental friendliness during the design phase before they went for commercial production. Nike aimed at making its own facilities and business travel climate neutral by 2011. It had set a target of making all its footwear meet the minimum standard of 'Considered Index' by 2011, its apparel by 2015, and sports equipment by 2020.

**Issues**

Study the efforts taken by Nike to reduce its environmental footprint.

Examine various ways to minimize the environmental impact of its operations by a multinational corporation.

Analyze the efficacy of Nike's 'Considered' footwear index scoring system.

Study Nike's environmental goals and analyze the results.

*"A market is never saturated with a good product, but it is very quickly saturated with a bad one."*

– Henry Ford

*Reference Numbers*

|                              |                          |
|------------------------------|--------------------------|
| <i>ICMR</i> .....            | <i>BECG 111</i>          |
| <i>ECCH</i> .....            | 710-016-1                |
| <i>Organization(s)</i> ..... | <i>Nike</i>              |
| <i>Countries</i> .....       | <i>US</i>                |
| <i>Industry</i> .....        | <i>Athletic Footwear</i> |
| <i>Pub/Rev Date</i> .....    | 2010                     |
| <i>Case Length</i> .....     | 16 Pages                 |
| <i>TN Length</i> .....       | 3 Pages                  |

### Think Global AS: In Search of the Triple Bottomline

**Abstract**

This case study is about Think Global AS (Think), a Norwegian carmaker that focused exclusively on electric cars. Think was conceived as a social-purpose business but had struggled to attain financial sustainability. Founded in 1991, Think designs, develops, and manufactures environmentally friendly vehicles and technologies. It was one of the first automotive companies in the world to dedicate itself exclusively to the development of a wide range of environmental friendly transportation solutions. However, the transition of the company has been marked by several ups and downs. The case discusses the travails of Think and how it managed to survive despite some severe setbacks.

The case study discusses the company's history, its business model, and the various challenges it faced over the years. Richard Canny (Canny), a Ford veteran who was appointed CEO of Think in late-2008, had restructured the company and brought it back into the reckoning. Canny planned to scale up the production of the Think City for the Scandinavian markets, and he decided to expand operations to European and the US markets. He aimed to position Think as the car company of the 21st century by producing environmentally friendly vehicles in a commercially sustainable way using innovative technology. However, some experts were of the view that Think had a tough road ahead as establishing a social purpose business exclusively focused on EVs was replete with challenges. Moreover, the economic downturn made the task all the more challenging. The challenge before Canny was to ensure that the company gained financial stability and refine the business model to create a platform for sustainable growth.

**Issues**

Understand the issues and challenges faced by social purpose businesses in ensuring that they achieve the triple bottomline.

Study Think Global AS's products and business model and discuss and debate whether they are sustainable.

Understand the concept of sustainable urban mobility and how various carmakers are trying to address this pressing issue.

Understand the issues and challenges faced by social entrepreneurs in sustaining innovation and also in sustaining the enterprise financially.

Understand the importance of financial sustainability for a social purpose business as it focuses on providing social impact.

Explore strategies that Think Global AS could adopt in the future.

*Reference Numbers*

|                              |                                       |
|------------------------------|---------------------------------------|
| <i>ICMR</i> .....            | <i>BECG 110</i>                       |
| <i>ECCH</i> .....            | 710-012-1                             |
| <i>Organization(s)</i> ..... | <i>Think Global AS</i>                |
| <i>Countries</i> .....       | <i>Norway; Europe; USA</i>            |
| <i>Industry</i> .....        | <i>Automotive / Electric vehicles</i> |
| <i>Pub/Rev Date</i> .....    | 2010                                  |
| <i>Case Length</i> .....     | 27 Pages                              |
| <i>TN Length</i> .....       | 13 Pages                              |

### 'Gramin Suvidha Kendra': MCX's Corporate Social Opportunity Approach to Inclusive Growth

**Abstract**

This case study is about the Multi Commodity Exchange of India Ltd. (MCX), an electronic multi commodity futures exchange based in Mumbai, India, and its corporate social responsibility initiative – Gramin Suvidha Kendra (GSK). Through the GSK initiative, which began in 2006, MCX sought to use its domain strengths to make India's process of economic growth more inclusive by providing small and marginal farmers with a level playing field and new opportunities in the domain of agricultural marketing, risk management, and finance. The company adopted a proactive approach to CSR and viewed these as 'Corporate Social Opportunities' (CSO). The team at MCX felt that adopting such an approach was important for corporate sustainability. It believed in engaging in activities that were in alignment with the core business of the organization. GSK was one such initiative that it took up in underserved rural communities to simultaneously improve the lot of the small and marginal farmers while guaranteeing long-term project sustainability, scalability, as well as the business interests of MCX and its collaboration partners.

GSK was a Public Private Partnership (PPP) project with India Post, the Indian government's postal department. Through this platform, MCX provided various services to the farmers, including giving price/market information,

addressing technical queries regarding farming, providing scientific warehousing facilities, issuing warehouse receipts, and providing access to finance, quality agri and non-agri inputs, and bank loans. MCX entered into partnerships with various organizations to bring these services under a single window to benefit the target audience. By 2009, GSK had evolved into a promising model. From being a mere platform to disseminate price information, it had evolved into a revenue generating model. The challenge before Sarita Bahl, Vice President (CSO), MCX, and her team, lay in carrying forward the initiative and developing it into a fully self-sufficient model by 2012.

### Issues

Study MCX's 'Gramin Suvidha Kendra' model and discuss and debate whether the model is sustainable and capable of driving inclusive growth.

Study MCX's 'Corporate Social Opportunities' approach and how it differs from the CSR approaches of other companies.

Understand the issues and challenges in building a sustainable model aimed at catering to the needs of the rural/Bottom of the Pyramid population while addressing some of their problems.

Understand the issues and challenges in a public-private partnership.

Identify the challenges faced by the MCX team with regard to GSK and explore ways in which the model can be evolved so that it attains self-sufficiency

### Reference Numbers

|                       |                                       |
|-----------------------|---------------------------------------|
| ICMR .....            | BECG 109                              |
| ECCH .....            | 710-011-1                             |
| Organization(s) ..... | Multi Commodity Exchange of India Ltd |
| Countries .....       | India                                 |
| Industry .....        | e-commerce                            |
| Pub/Rev Date .....    | 2010                                  |
| Case Length .....     | 26 Pages                              |
| TN Length .....       | 14 Pages                              |

## Citigroup's Sale of Phibro: Ending the US\$ 100 Million Pay Controversy

### Abstract

The case discusses Citigroup, Inc.'s sale of Phibro LLC, its profitable energy trading unit, to energy and chemicals giant Occidental Petroleum Corp. Citigroup sold the unit reportedly to end the controversy that erupted over the US\$ 100 million compensation due to Phibro's star trader Andrew J. Hall. The case mentions some of the arguments for and against making the payment. It then

describes the reasons behind Citigroup's decision to sell the unit, and some of the consequences of the sale on the company and on other companies in the US financial services industry. The case also touches on the possible benefits and threats to Occidental from the Phibro acquisition.

### Issues

Understand the role of compensation in motivating employees.

Understand the impact of government ownership on private enterprise.

Recognize the ethical issues involved in compensating employees extravagantly, especially during dire financial times.

### Reference Numbers

|                       |                    |
|-----------------------|--------------------|
| ICMR .....            | BECG 108           |
| ECCH .....            | 710-017-1          |
| Organization(s) ..... | Citigroup Inc      |
| Countries .....       | US                 |
| Industry .....        | Financial Services |
| Pub/Rev Date .....    | 2010               |
| Case Length .....     | 13 Pages           |
| TN Length .....       | 4 Pages            |

## BRAC's Microfinance and Social Responsibility Initiatives

### Abstract

The case details the growth strategies of one of the largest non-governmental organizations in the world, BRAC based at Bangladesh. It was started to rehabilitate refugees in the newly independent Bangladesh and went on to provide microfinance facilities to enable poor engage in income generating activities. It then extended its programs to target poorest of the poor and also the moderately poor. The case also details other programs of BRAC including micro insurance, healthcare and education. After achieving success in Bangladesh, BRAC extended its poverty alleviation programs to other countries in Asia and Africa.

### Issues

Examine the origin and expansion of BRAC.

Understand various microfinance programs run by BRAC.

Critically examine the benefits of healthcare, micro-insurance and education programs of BRAC.

Analyze the backward and forward linkages provided by BRAC and examine their benefits.

Study the performance of BRAC's operations in other countries.

Analyze if BRAC's model is scalable and replicable or not.

### Reference Numbers

|                       |              |
|-----------------------|--------------|
| ICMR .....            | BECG 107     |
| ECCH .....            | 710-008-1    |
| Organization(s) ..... | BRAC         |
| Countries .....       | Bangladesh   |
| Industry .....        | Microfinance |
| Pub/Rev Date .....    | 2010         |
| Case Length .....     | 19 Pages     |
| TN Length .....       | 4 Pages      |

## The Bribery Scandal at Siemens AG

### Abstract

This case discusses the bribery scandals that were unearthed at Siemens AG (Siemens) in 2006 and 2007. These scandals involved some of the company's employees bribing foreign officials to gain contracts and creating slush funds for this purpose. In another case, the company was accused of bribing labor representatives on the supervisory board in order to gain their support for its policies. After the German authorities conducted raids on Siemens' offices in Germany, investigations were initiated on Siemens in several other countries like the US, Greece, Italy and Switzerland for possible misconduct. As a fallout of this scandal, the CEO of the company and the chairman of the supervisory board had to resign, even though they were not directly implicated, as the scandals had occurred during their tenure. With bribery scandals surfacing in Siemens and many other German companies like Volkswagen, questions were also raised about the effectiveness of the Co-determination law in Germany, which advocated a system where in a supervisory board governed the management board and at least half the supervisory board seats had to be filled by labor representatives. Critics contented that in such a system, the management always needed the labor representatives' support for company policies, which could lead to a suspicious alliance between them. The case also highlights the opinions of several analysts on the issues related to bribing by the German companies and Siemens in particular and the challenges the new CEO is likely to face at Siemens.

### Issues

Understand the impact of the bribery scandals unearthed at Siemens AG on the company and the economic climate in Germany

Analyze the steps taken by Siemens AG to prevent such incidents in future

Discuss the role of the co-determination law in the bribery scandals that surfaced in German companies

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*Reference Numbers*

|                       |                      |
|-----------------------|----------------------|
| ICMR .....            | BECC 106             |
| ECCH .....            |                      |
| Organization(s) ..... | Siemens              |
| Countries .....       | Germany              |
| Industry .....        | Consumer Electronics |
| Pub/Rev Date .....    | 2010                 |
| Case Length .....     | 18 Pages             |
| TN Length .....       |                      |

### Better World Books' Socially Responsible Business Model

**Abstract**

The case examines the business model of Better World Books (BWB), the US based online bookseller. Founded in 2002, the company collected old and new books from individuals, booksellers, recyclers, libraries and colleges. Apart from donations, libraries and colleges also sold old books to BWB. BWB either donated the collected books to the organizations promoting literacy or sold them online. BWB's business model reflected its commitment to the triple bottom line approach. The company made efforts to achieve social, environmental, and economic sustainability. It directly donated books and gave financial support to literacy initiatives worldwide. Moreover, a percentage of each sale was given separately to the individuals, libraries, or colleges as well as literacy partners chosen by them. By donating and selling used books, BWB helped to keep away millions of pounds of paper waste from landfills. The books that did not sell were recycled. BWB also had a Carbon Neutral Shopping Cart, through which, the company collected two to five cents on the cost of each book from every customer at the 'Checkout' link on its website. The collected money was used to buy carbon offset to compensate the environmental impact of shipping by the company and its literacy partners. In the financial year 2008, BWB earned revenues of US\$ 21 million and had a revenue target of US\$ 31 million in fiscal 2009.

**Issues**

- Analyze the business model of BWB, a 'for profit' social venture;
- Understand how BWB's business model contributes to its commitment to the triple bottom line approach;
- Study how BWB minimizes the environmental impact of its operations.
- Examine the revenue model of BWB's business and evaluate its sustainability.

*"A market is never saturated with a good product, but it is very quickly saturated with a bad one."*

– Henry Ford

*Reference Numbers*

|                       |                    |
|-----------------------|--------------------|
| ICMR .....            | BECC 105           |
| ECCH .....            | 710-002-1          |
| Organization(s) ..... | Better World Books |
| Countries .....       | US                 |
| Industry .....        | Retailing          |
| Pub/Rev Date .....    | 2009               |
| Case Length .....     | 19 Pages           |
| TN Length .....       | 5 Pages            |

### Living Goods - Developing a Sustainable Business Model to Provide Healthcare Services in Uganda

**Abstract**

The case examines the business model of Living Goods, the US-based non-profit organization. Started by Chris Slaughter, Living Goods' first venture was in Uganda, where it partnered with a microfinance organization BRAC to provide basic healthcare services to the poor, in a sustainable manner. Living Goods selected few women from BRAC's microfinance programs to appoint them as Community Health Promoters (CHPs). They were given small loan from BRAC to procure essential medicines and other products. Living Goods trained and helped CHPs in selling medicines for a small profit. This model addressed several issues like non-availability of healthcare, spurious medicines, high costs of medicines and lost productivity. At the same time, it helped CHPs engage in income generating activities. To make the model viable, Living Goods encouraged CHPs to sell other products like soaps, skin lotions, shampoos, etc. Living Goods also distributed fuel efficient stoves, solar lanterns and other innovative products through the CHPs.

**Issues**

- Understand the business model of Living Goods.
- Evaluate the sustainability of the company's business model.
- Examine the advantages and disadvantages of Living Goods' business model and its future potential in Uganda.
- Critically analyze if the Living Goods' business model is scalable and replicable in other developing countries.

*Reference Numbers*

|                       |              |
|-----------------------|--------------|
| ICMR .....            | BECC 104     |
| ECCH .....            | 710-001-1    |
| Organization(s) ..... | Living Goods |
| Countries .....       | US           |
| Industry .....        | Healthcare   |
| Pub/Rev Date .....    | 2009         |

|                   |          |
|-------------------|----------|
| Case Length ..... | 13 Pages |
| TN Length .....   | 4 Pages  |

### Gap Inc.'s Ethical Procurement Practices

**Abstract**

The case examines the ethical procurement practices at the US-based Gap Inc. (Gap), one of the largest specialty clothing retailers in the world. Founded in 1969, Gap witnessed rapid growth in its business soon after its inception. To meet the growing demand, Gap started procuring garments from several countries. In 1992, Gap laid out sourcing guidelines for the suppliers covering labor, environment, health and safety standards. The responsibility of implementing these guidelines was on the suppliers. However, Gap found several violations to its guidelines in one of its facilities at El Salvador. Realizing that such violations could be prevalent among other suppliers too, Gap formed a compliance team and a Code of Vendor Conduct (CVC) in 1996. The CVC was comprehensive and the compliance team was responsible for ensuring its implementation. In 2004, Gap published its first social responsibility report, which covered the violations to VCC that existed at suppliers' facilities. From then on, Gap published this report every year, detailing its activities, and has also made several improvements to the process of monitoring the suppliers' facilities. The case discusses the monitoring system followed by Gap and how it ensured adherence to the rules.

**Issues**

- Evaluate how Gap ensured its procurement processes are carried out ethically.
- Study the Code of Vendor Conduct and social responsibility report of Gap and analyze its implications.
- Understand how an efficient supplier monitoring system can be developed.
- Appreciate the emerging trend among the companies to assume broader responsibility towards the environment and the community in which they operate.
- Examine if an 'ethical image' differentiates a company from its competitors.

*Reference Numbers*

|                       |             |
|-----------------------|-------------|
| ICMR .....            | BECC 103    |
| ECCH .....            | 710-003-1   |
| Organization(s) ..... | Gap Inc     |
| Countries .....       | India / USA |
| Industry .....        | Retailing   |
| Pub/Rev Date .....    | 2009        |
| Case Length .....     | 18 Pages    |
| TN Length .....       | 4 Pages     |

## Corporate Social Responsibility Initiatives at ExxonMobil - The Good, The Bad and The Ugly

### Abstract

The case examines the Corporate Social Responsibility (CSR) initiatives of the US-based ExxonMobil Corporation (ExxonMobil), the largest publicly traded petroleum and petrochemical company in the world. ExxonMobil's CSR initiatives aimed at improving education in the field of engineering, technology, math and science; and helping women in developing countries to achieve their economic goals. The company also promoted biodiversity, gave financial support to several institutions conducting research on climate change, and supported programs to prevent the spread of malaria and HIV/AIDS. However, in spite of these initiatives, ExxonMobil attracted criticisms. Environmentalists criticized the company for not taking enough measures to control carbon dioxide (CO<sub>2</sub>) emissions from its operations. Industry analysts also alleged that the company promoted the use of fossil fuels. The company was also criticized for its opposition to the Kyoto Protocol on climate change. The case ends by examining the measures taken by the company in response to these criticisms and some of its recent CSR initiatives.

### Issues

Study the CSR initiatives by ExxonMobil in the field of education, environment and health & safety.

Examine the reasons that led to criticisms of ExxonMobil's CSR initiatives.

Analyze the efficacy of the measures taken by ExxonMobil to address issues concerning CSR at its operations.

### Reference Numbers

|                       |                          |
|-----------------------|--------------------------|
| ICMR .....            | BECG 102                 |
| ECCH .....            | 709-059-1                |
| Organization(s) ..... | ExxonMobil               |
| Countries .....       | United States of America |
| Industry .....        | Petrochemical            |
| Pub/Rev Date .....    | 2009                     |
| Case Length .....     | 18 Pages                 |
| TN Length .....       | 4 Pages                  |

## Facebook's Data Privacy Controversies

### Abstract

The case examines the data privacy controversies related to Facebook.com (Facebook), the social networking website, operated by the US based Facebook Inc.

Launched in 2004, as a social networking website for the students of Harvard University, Facebook went on to become the largest social networking website in terms of number of users. However, since the year 2006, different features and applications offered on Facebook led to data privacy controversies. In September 2006, the introduction of News Feed and Mini Feed on Facebook attracted criticism from the members. With increasing protest from members of Facebook against News Feed and Mini feed, Zuckerberg issued a letter of apology. Again in 2007, the launch of a 'public facing search function', and Beacon, a new advertising system, were in the midst of controversy. In February 2009, when Facebook Inc. revised the website's privacy policy, members of Facebook protested and made the company announce a proposed "Statement of Rights and Responsibilities" or "Terms and Service" for governing Facebook. Facebook Inc. handled these controversies carefully and continued adding new features on the website. In March 2009, Facebook Inc. launched redesigned home page of Facebook. However, some industry experts still expressed concerns about users' privacy. The case details how Facebook emerged as the largest social networking website in terms of number of users. It also discusses different privacy related controversies associated with Facebook. It ends with the challenges that Facebook may face in the near future.

### Issues

Examine the growth strategies of Facebook over the years.

Study different features of Facebook that attracted criticism.

Understand the concerns of privacy advocates while using social networking websites.

Analyze the challenges that Facebook may face in the near future.

### Reference Numbers

|                       |                          |
|-----------------------|--------------------------|
| ICMR .....            | BECG 101                 |
| ECCH .....            | 709-060-1                |
| Organization(s) ..... | Facebook.com             |
| Countries .....       | United States of America |
| Industry .....        | Internet and e-Commerce  |
| Pub/Rev Date .....    | 2009                     |
| Case Length .....     | 23 Pages                 |
| TN Length .....       | 5 Pages                  |

## Environmental Sustainability Initiatives at HCL Infosystems

### Abstract

Among Indian companies in the information and communication technology (ICT) industry, HCL Infosystems (HCL) took some pioneering steps for environmental sustainability in 2007

and 2008. After clearly identifying the need for going green, HCL brought all its environmental sustainability initiatives under one umbrella named 'ecoSafe'. However, HCL Infosystems seemed to have lost its first-mover advantage by 2009. In the Sixth Indian version of the Guide to Green Electronics Report of Greenpeace India released in March 2009, HCL scored 4.1/10, dropping to the second place among Indian electrical and electronic equipment manufacturers assessed on several parameters to determine the 'green' factor. It had failed on its commitment to phase out two hazardous chemicals from its products by 2009, and had not made clear commitments on the extent and timeline for reducing greenhouse gas emissions. The case discusses the evolution of environmental sustainability initiatives at HCL, and explores the need for continuous progress on this front.

### Issues

Evolution of environmental sustainability initiatives in an Indian IT company.

Corporate responsibility toward stakeholders.

Green IT initiatives in internal operations as well as products and services.

### Reference Numbers

|                       |                        |
|-----------------------|------------------------|
| ICMR .....            | BECG 100               |
| ECCH .....            | 710-021-1              |
| Organization(s) ..... | HCL Infosystems        |
| Countries .....       | India                  |
| Industry .....        | Computers, IT and ITeS |
| Pub/Rev Date .....    | 2009                   |
| Case Length .....     | .....                  |
| TN Length .....       | 6 Pages                |

## Dell's Carbon Neutral Claim

### Abstract

Companies in the Information and Communications Technology (ICT) sector were expected to adopt various measures to improve the energy efficiency of their operations and also to manufacture products that consumed less energy in order to reduce their contribution to the worldwide emission of greenhouse gases. In August 2008, Dell Inc. (Dell) came out with the announcement that it had managed to achieve carbon neutrality a few months before its self-imposed deadline. On the one hand, Dell's achievement was applauded as it was the first company with a global presence to achieve this landmark. Critics, on the other hand, expressed doubts over the credibility of this claim. They argued that, to assess its carbon footprint, Dell had defined its own metrics that included only emissions from company-owned vehicles, operational electricity use, and employee business travel; and excluded emissions

from its suppliers of parts, pollution created during the shipping of its products, and the electricity consumed in the usage of the products. This case discusses the carbon neutral strategy adopted by Dell and the controversy around its carbon neutral claim. It also explores the role of the supply chain in a company's environmental sustainability initiatives.

### Issues

Definition, scope, measurement, and disclosure of carbon footprint/carbon neutral status.

Environmental sustainability in the Information Technology industry and its supply chain.

Purchase of renewable energy and carbon credits to offset carbon emissions.

Corporate social responsibility and corporate communications.

### Reference Numbers

|                       |                        |
|-----------------------|------------------------|
| ICMR .....            | BECG 099               |
| ECCH .....            |                        |
| Organization(s) ..... | Dell Inc.              |
| Countries .....       | Global                 |
| Industry .....        | Computers, IT and ITeS |
| Pub/Rev Date .....    | 2009                   |
| Case Length .....     | 15 Pages               |
| TN Length .....       |                        |

## Intel's 'World Ahead' Program - The Baramati Project in India

### Abstract

In the year 2006, Intel Corporation (Intel) launched its corporate social responsibility (CSR) program named the 'World Ahead.' As a part of the 'World Ahead' program, Intel started the Baramati project in India in March 2008. The key objective of the project was to use information and communication technologies (ICTs) in providing sustainable solutions for poor communities. For the project, Intel had partnered with governments of several states in the country, and also with IT service companies, Internet service providers etc. The case highlights the main objectives of the 'World Ahead' program including accessibility, connectivity, content and education. It discusses in detail the social responsibility initiatives taken by Intel using ICTs in Baramati, India, like providing remote diagnostics, school health monitoring, Intel Teach program, etc.

### Issues

Recognize the importance of corporate social responsibility (CSR) initiatives by global companies.

Study how CSR initiatives benefit the companies and the communities.

Understand how CSR initiatives help companies in developing new markets.

Examine how the use of ICTs can benefit poor communities.

Study the objectives of Intel's 'World Ahead' program and how the program was implemented in various countries.

### Reference Numbers

|                       |   |
|-----------------------|---|
| ICMR .....            | BECG 098                                    |
| ECCH .....            | 709-050-1                                   |
| Organization(s) ..... | Intel                                       |
| Countries .....       | India / United States of America            |
| Industry .....        | Information Technology and Related Services |
| Pub/Rev Date .....    | 2009  |
| Case Length .....     | 16 Pages                                    |
| TN Length .....       | 4 Pages                                     |

## Wal-Mart's Sustainability Initiative - The Packaging Scorecard

### Abstract

The case details the sustainability initiatives of the US based Wal-Mart Stores Inc. (Wal-Mart). It describes the Packaging Scorecard that was introduced by Wal-Mart on November 01, 2006, which aimed at reducing product packaging by 5 percent by 2013. In the Packaging Scorecard system, the suppliers were required to enter information regarding the packaging of each product. Each product packaging was then judged in terms of different metrics of sustainability that included Green House Gas (GHG) emissions produced per ton of packaging, size of packaging, use of raw materials, use of renewable energy, recycled content, transportation impacts, innovation, etc. With the Scorecard, Wal-Mart could evaluate its suppliers on their performance in ensuring environment friendly packaging. Wal-Mart also attracted some criticism for its Packaging Scorecard. Analysts said that the Scorecard was more of a green washing. They opined that the company was putting needless pressure on its suppliers to comply with the requirements of the Scorecard.

### Issues

Learn about the importance of corporate social responsibility (CSR) of a global company in new market development and developing sustainable business.

Show the role played by NGOs and partners in increasing the effectiveness of CSR activities.

Show how the CSR activities could go about benefiting not just the target community but also the government, local partners, the business prospects of the company itself, as well as the economy of the region.

Learn the necessity for creating CSR initiatives based on understanding the needs of the target population, instead of offering an initiative based on the convenience of the company.

### Reference Numbers

|                       |                          |
|-----------------------|--------------------------|
| ICMR .....            | BECG 097                 |
| ECCH .....            | 709-038-1                |
| Organization(s) ..... | Wal-Mart                 |
| Countries .....       | United States of America |
| Industry .....        | Retail                   |
| Pub/Rev Date .....    | 2009                     |
| Case Length .....     | 17 Pages                 |
| TN Length .....       | 6 Pages                  |

## Intel Corporation's 'World Ahead Program' in Brazil

### Abstract

Around mid-2006, Intel launched its community development program called the Intel World Ahead Program in Parintins, Brazil. The case discusses in detail the World Ahead Program which was to be implemented over a five-year period and was an endeavor to spread the benefits of Information Communication Technology across the developing or less developed regions in the world. It highlights Intel's efforts in digitalizing Parintins in association with local partners and the benefits the city enjoyed as a consequence of the various initiatives undertaken by the company.

### Issues

Learn about the importance of corporate social responsibility (CSR) of a global company in new market development and developing sustainable business.

Show the role played by NGOs and partners in increasing the effectiveness of CSR activities.

Show how the CSR activities could go about benefiting not just the target community but also the government, local partners, the business prospects of the company itself, as well as the economy of the region.

Learn the necessity for creating CSR initiatives based on understanding the needs of the target population, instead of offering an initiative based on the convenience of the company.

### Reference Numbers

|                       |   |
|-----------------------|---|
| ICMR .....            | BECG 096                                    |
| ECCH .....            | 709-040-1                                   |
| Organization(s) ..... | Intel                                       |
| Countries .....       | Brazil / USA                                |
| Industry .....        | Information Technology and Related Services |
| Pub/Rev Date .....    | 2009  |
| Case Length .....     | 16 Pages                                    |
| TN Length .....       | 4 Pages                                     |

### Carbon Credits: Promoting Sustainable Development or Trading in Pollution?

#### Abstract

This case is about carbon credits and their role in promoting sustainable development by reducing carbon emissions. Carbon credits are certificates issued to countries that reduce their emission of Green House Gases (GHGs) responsible for global warming. They are measured in units of Certified Emission Reductions (CERs). Each CER was equivalent to one ton of CO<sub>2</sub> reduced. Generally, for each ton of CO<sub>2</sub> emission avoided, an entity would get a CER which could be sold through a futures market to commercial and individual customers interested in reducing their carbon footprint. This case discusses the Kyoto Protocol and its objectives. Under the Kyoto Protocol, industrialized countries had to cut down their GHG emissions to 5.2% below 1990 levels by 2008 to 2012. As of 2008, the protocol had been signed by 180 countries. The aim of the protocol was to reduce overall emissions of six GHGs that led to climate change. The case explains the need for emissions trading and how it contributes to a reduction in emission levels. Businesses could exchange, buy, or sell carbon credits in international markets at the prevailing market price. The case also talks about the pros and cons of carbon trading and discusses the growth of carbon trading markets in the world. Some experts felt that carbon trading was the most cost-effective way of lowering CO<sub>2</sub> emissions in the atmosphere. By treating emissions as a market commodity it was easier for businesses to manage their emission levels and the concept of carbon trading offered companies, countries, and individuals a financial incentive to produce less CO<sub>2</sub>. In the emissions trading market, European companies were the biggest buyers of carbon credits while companies in China and India were the biggest sellers. The case discusses the criticism related to carbon trading and the need to regulate these markets. It concludes with a brief description about the future prospects of the carbon trading market.

#### Issues

Study the carbon credits and the fast growing carbon trading market.

Understand the importance of carbon trading and its relevance to sustainable development.

Analyze the role of carbon credits and carbon trading in reducing global carbon footprint.

Evaluate the pros and cons of carbon trading.

#### Reference Numbers

ICMR ..... BECG 095  
ECCH ..... 709-039-1

Organization(s) ..... N/A  
Countries ..... Worldwide  
Industry ..... N/A  
Pub/Rev Date ..... 2009  
Case Length ..... 16 Pages  
TN Length ..... 5 Pages

### Corporate Governance Issues at Satyam Computers

#### Abstract

The case examines the corporate governance issues at the India based IT services company, Satyam Computer Services Limited (Satyam). In mid-December 2008, Satyam announced acquisition of two companies - Maytas Properties and Maytas Infrastructure owned by the family members of Satyam's founder and Chairman Ramalinga Raju (Raju). Due to adverse reaction from institutional investors and the stock markets, the deal was withdrawn within 12 hours. Questions were raised on the corporate governance practices of Satyam with analysts and investors questioning the company's board on the reasons for giving consent for the acquisition as it was a related party transaction. After the deal was aborted, four of the prominent independent directors resigned from the board of the company. In early January 2009, Raju revealed that the revenue and profit figures of Satyam had been inflated for past several years. The revelation further deepened concerns about poor corporate governance practices at the company. The case describes the corporate governance structure at Satyam, its code of conduct, roles and responsibilities of different committees under the board, whistle blower policy etc. It highlights the role played by the independent directors of Satyam in approving the Maytas deal and discusses their limitations.

#### Issues

Study the corporate governance structure that existed at Satyam Computers.

Appreciate the importance of Code of Conduct and Whistleblower policy of a company.

Examine the roles and responsibilities of a company's board and independent directors.

Critically analyze the instances where the independent directors failed to fulfill their responsibilities.

Understand the limitations of independent directors in Satyam's case.

#### Reference Numbers

ICMR ..... BECG 094  
ECCH ..... 709-035-1  
Organization(s) ..... Satyam  
Countries ..... India  
Industry ..... Information Technology and Related Services

Pub/Rev Date ..... 2009  
Case Length ..... 18 Pages  
TN Length ..... 5 Pages

### Coca-Cola India's Corporate Social Responsibility Strategy

#### Abstract

This case is about Coca-Cola's corporate social responsibility (CSR) initiatives in India. It details the activities taken up by Coca-Cola India's management and employees to contribute to the society and community in which the company operates. Coca-Cola India being one of the largest beverage companies in India, realized that CSR had to be an integral part of its corporate agenda. According to the company, it was aware of the environmental, social, and economic impact caused by a business of its scale and therefore it had decided to implement a wide range of initiatives to improve the quality of life of its customers, the workforce, and society at large. However, the company came in for severe criticism from activists and environmental experts who charged it with depleting groundwater resources in the areas in which its bottling plants were located, thereby affecting the livelihood of poor farmers, dumping toxic and hazardous waste materials near its bottling facilities, and discharging waste water into the agricultural lands of farmers. Moreover, its allegedly unethical business practices in developing countries led to its becoming one of the most boycotted companies in the world. Notwithstanding the criticisms, the company continued to champion various initiatives such as rainwater harvesting, restoring groundwater resources, going in for sustainable packaging and recycling, and serving the communities where it operated. Coca-Cola planned to become water neutral in India by 2009 as part of its global strategy of achieving water neutrality. However, criticism against the company refused to die down. Critics felt that Coca-Cola was spending millions of dollars to project a 'green' and 'environment-friendly' image of itself, while failing to make any change in its operations. They said this was an attempt at greenwashing as Coca-Cola's business practices in India had tarnished its brand image not only in India but also globally. The case discusses the likely challenges for Coca-Cola India as it prepares to implement its new CSR strategy in the country.

#### Issues

Analyze the CSR strategy adopted by Coca-Cola India.

Understand the issues and challenges faced by Coca-Cola with regard to its sustainability initiatives in India.

Analyze the underlying reasons for the growing criticism against Coca-Cola in India

and explore ways in which the company can address this issue.

Understand the concept of greenwashing and discuss and debate whether Coca-Cola is serious about its water sustainability initiatives.

#### Reference Numbers

ICMR ..... BECG 093  
 ECCH ..... 709-028-1  
 Organization(s) *The Coca-Cola Company*  
 Countries ..... *India / USA*  
 Industry ..... *Food and Beverage*  
 Pub/Rev Date ..... 2009  
 Case Length ..... 24 Pages  
 TN Length ..... 12 Pages

### The Chinese Tainted Milk Scandal

#### Abstract

The case discusses the tainted milk scandal that was unearthed in China in 2008. The milk scandal became public in August 2008, after it was disclosed that the baby formula produced by the Chinese dairy products company, Sanlu Group was contaminated with melamine, which caused kidney failure of many children, resulting in death in some cases. Later, the investigation by the government revealed that the products of 21 other Chinese dairy firms were also contaminated with melamine. As soon the crisis became public, the Chinese Health Ministry ordered the dairy firms to recall the contaminated products and to destroy the unsold and recalled products. The Chinese Health Ministry started testing dairy products across the country. Top executives of Sanlu were arrested. Government officials who were found guilty were also sacked. China's dairy industry association announced that the affected children and their families would get compensation from the responsible dairy firms. To support the affected dairy farmers, the government also announced a subsidy. As a result of this scandal, many countries like Hong Kong, Taiwan, Singapore, South Korea, Australia, and Indonesia banned Chinese dairy products. Several foreign companies which sold China made products or products which used Chinese ingredients recalled their products. The scandal severely affected the reputation of China as one of the leading food products exporting country. The case details the actions taken by the Chinese Government in response to the milk scandal. It also attempts to analyze the impact of the crisis on the Chinese dairy industry. The case ends with a discussion on the repercussions of the milk scandal on Chinese exports of food products.

#### Issues

Gain insight into food safety issues in China. Understand the Chinese milk scandal and its impact on the Chinese dairy industry.

Critically analyze the damage control measures taken by the Chinese government.

Discuss the role of regulation and enforcement to prevent reoccurrence of such incidents.

#### Reference Numbers

ICMR ..... BECG 092  
 ECCH ..... 709-027-1  
 Organization(s) ..... *Sanlu Group*  
 Countries ..... *China*  
 Industry ..... *Food and Beverage*  
 Pub/Rev Date ..... 2009  
 Case Length ..... 15 Pages  
 TN Length ..... 5 Pages

### Kimberly-Clark Corporation: The Environmental Sustainability Challenge

#### Abstract

The case discusses the sustainability initiatives of US-based consumer products giant, Kimberly-Clark (K-C), with the emphasis being on the company's policies and practices related to the environment. K-C manufactured products like Kleenex and Huggies, which essentially involved the use of paper and tree pulp. The company procured the pulp required from several forests located across America, and also owned forest lands prior to 2004. Though the company used recycled fiber, it also used virgin fiber procured from the forests in many cases. From the early 1990s, the company had several policies in place for environmental compliance, energy, waste disposal, etc. Subsequently, it introduced several policies from time to time for forest management, sustainable use of natural resources, environmental practices of vendors, etc. The five year vision of the company for 2000-2005, and 2005-2010 also addressed the initiatives taken by the company to being environmentally responsible. K-C started reporting its environmental initiatives in the early 2000s and the first sustainability report was published in 2003. The report and the subsequent reports addressed issues like corporate governance, suppliers, charitable giving, and environmental stewardship. In the reports, the company claimed that it did not source fiber from mixed hardwood forests and temperate rain forests. It also said that it mostly used fiber from pre and post consumer waste paper. In case virgin fiber was used, it was purchased only from suppliers who had certified their forest lands and wood procurement activities against any globally recognized standard. However, environmental groups like Greenpeace and the Natural Resources Defense Council (NRDC) claimed that K-C was destroying ancient forests for manufacturing its products

and was misleading the public about its business practices. A campaign called 'Kleercut' was launched by Greenpeace. The environment groups accused K-C of greenwashing, and accused it of destroying the ancient Boreal forests in Canada. Another report by NRDC claimed that less than 19% of the total fiber used by K-C was recycled and some products like Kleenex, Scott, and Viva did not contain recycled material at all. According to subsequent reports from the environmental organizations, though the company claimed that it procured fiber from suppliers that maintained high ecological standards, only 5.3% of the fiber used by it came from Forest Stewardship Council certified operations. Greenpeace brought out advertisements of the Kleercut campaign in several media channels like newspapers, television, and even on the Internet to discourage people from buying the products of K-C. K-C's reporting standards also came under the scanner with the critics alleging that there was a disconnect between what the company was reporting and its actual practices. The 'Kleercut' campaign created many problems for K-C and put its reputation at stake. K-C responded to the allegations by saying that many of them were false and made with the intention of tarnishing its image. However, since late 2006, the company had introduced various changes in its environmental policies and practices, particularly with reference to its supply chain. It conducted a comprehensive lifecycle assessment for its key products to study the environmental impact of virgin fiber compared to recycled fiber. It also revamped its corporate sustainability management structure and formed an external sustainability advisory board to provide independent perspective and advice on the company's sustainability programs. Notwithstanding the various changes initiated by K-C, the company continued to attract the criticism of environmental groups who claimed that it continued to have a detrimental effect on the environment.

#### Issues

Analyze the environmental sustainability initiatives adopted by K-C.

Understand the policies governing the activities of the company in this area.

Study how K-C went about implementing sustainability policies.

Understand issues and challenges in sustainability reporting and its significance.

Evaluate the underlying reasons for the growing criticism against K-C and explore ways in which the company can address this issue.

Understand the concept of greenwashing and discuss and debate if K-C's environmental initiatives actually amount to 'greenwashing'.

*Reference Numbers*

|                              |                                   |
|------------------------------|-----------------------------------|
| <i>ICMR</i> .....            | <i>BECG 091</i>                   |
| <i>ECCH</i> .....            | 709-026-1                         |
| <i>Organization(s)</i> ..... | <i>Kimberly-Clark Corporation</i> |
| <i>Countries</i> .....       | <i>United States of America</i>   |
| <i>Industry</i> .....        | <i>FMCG</i>                       |
| <i>Pub/Rev Date</i> .....    | 2009                              |
| <i>Case Length</i> .....     | 31 Pages                          |
| <i>TN Length</i> .....       | 10 Pages                          |

### Coca-Cola's Water Sustainability Initiatives

**Abstract**

This case is about the global water sustainability initiatives undertaken by The Coca-Cola Company (Coca-Cola). It details the activities undertaken by Coca-Cola's management and employees to contribute to the benefit of the society and community in which the company operated by pledging to return all the water it used in its operations back to the environment. On June 5, 2007, Coca-Cola and the World Wildlife Fund (WWF) launched a global project that focused on water conservation. Coca-Cola being one of the largest beverage companies in the world had water sustainability initiatives as an integral part of its corporate agenda since water was an important element for the company to run its business. According to the company, it was aware of the environmental impact caused by a business of its scale and therefore it had decided to implement a wide range of initiatives to improve the quality of life of its customers, the workforce, and the society at large. While Coca-Cola's water sustainability initiatives earned accolades from its collaboration partners, it came in for severe criticism from activists and environmental experts for allegedly depleting groundwater resources in India. The company was also accused of dumping toxic and hazardous waste materials near its bottling facilities, and discharging wastewater into the agricultural lands of farmers. Moreover, Coca-Cola was one of the most boycotted companies in the world for its alleged unethical business practices in developing countries. Notwithstanding the criticisms, the company championed various water sustainability initiatives such as rainwater harvesting, restoring groundwater resources, efficient water resource management, watershed protection, community water initiatives, and global awareness and action initiatives for educating the underserved communities the significance of water. The company was also criticized for spending millions of dollars to project a 'green' and 'environment-friendly' image, while failing to take care of the basics to operate its business in an ethical manner. The critics felt that this was an attempt at greenwashing as Coca-Cola's business

practices in India had tarnished its brand image while its sales had taken a beating. However, the company intended to become a water neutral company by 2010.

**Issues**

Understand the issues and challenges faced by Coca-Cola with regard to its global environmental responsibility initiatives.

Understand the concept of sustainability and its relevance in today's businesses.

Understand the need for a vision, policy, and governance structure in order to achieve the goals of sustainability management.

Understand how environmentally and socially responsible behavior leads to sustainable business performance.

Develop a framework to measure sustainability initiatives.

Determine how a company's stand on social and environmental issues can contribute to enhancing its corporate image.

Understand the reactions of consumers, environmental experts, and critics to Coca-Cola's water sustainability initiatives.

*Reference Numbers*

|                              |                                 |
|------------------------------|---------------------------------|
| <i>ICMR</i> .....            | <i>BECG 090</i>                 |
| <i>ECCH</i> .....            | 709-024-1                       |
| <i>Organization(s)</i> ..... | <i>The Coca-Cola Company</i>    |
| <i>Countries</i> .....       | <i>United States of America</i> |
| <i>Industry</i> .....        | <i>Food and Beverage</i>        |
| <i>Pub/Rev Date</i> .....    | 2009                            |
| <i>Case Length</i> .....     | 23 Pages                        |
| <i>TN Length</i> .....       | 13 Pages                        |

### Digital Rights Management

**Abstract**

Digital Rights Management (DRM) is defined as a 'systematic, technology-based process for copyright protection of digital media'. The case discusses the concept of DRM that emerged in the 1980s to prevent the illegal duplication and distribution of digital works like audio, video, literary articles, computer software, etc. The case then gives examples of companies that used DRM technologies to restrict the usage of their content. It then focuses on the debate on whether companies were justified in using DRM technologies. It also talks about some proposals suggested by analysts that would make DRM more acceptable. The case ends with a discussion on some of the latest developments in DRM.

**Issues**

Understand the concept of DRM and the areas where these technologies could be used.

Appreciate the ethical issues concerning the use of DRM technologies.

*Reference Numbers*

|                              |   |
|------------------------------|---|
| <i>ICMR</i> .....            | <i>BECG 089</i>                         |
| <i>ECCH</i> .....            | 708-059-1                               |
| <i>Organization(s)</i> ..... | <i>N/A</i>                              |
| <i>Countries</i> .....       | <i>Worldwide</i>                        |
| <i>Industry</i> .....        | <i>Media, Entertainment, and Gaming</i> |
| <i>Pub/Rev Date</i> .....    | 2008                                    |
| <i>Case Length</i> .....     | 15 Pages                                |
| <i>TN Length</i> .....       | 5 Pages                                 |

### Sustainable Development Initiatives at BHP Billiton

**Abstract**

BHP Billiton Limited and Plc (BHP Billiton) was the world's largest diversified natural resources company. The case discusses the sustainable development policy of the company. It also discusses the Health, Safety, Environment and Community (HSEC) Management Standards and Guide to Business Conduct that the company developed to implement its Sustainable Development Policy. The case details some of the initiatives taken by BHP Billiton to address issues concerning HSEC at its operations. The case also mentions some of the criticisms against the company regarding HSEC issues.

**Issues**

Understand the concept of Health, Safety, Environment and Community (HSEC) Management Standards.

Learn about HSEC management initiatives in practice, by analyzing BHP Billiton's initiatives in this area.

*Reference Numbers*

|                              |                                     |
|------------------------------|-------------------------------------|
| <i>ICMR</i> .....            | <i>BECG 088</i>                     |
| <i>ECCH</i> .....            | 708-058-1                           |
| <i>Organization(s)</i> ..... | <i>BHP Billiton</i>                 |
| <i>Countries</i> .....       | <i>Australia / UK</i>               |
| <i>Industry</i> .....        | <i>Petroleum and Petrochemicals</i> |
| <i>Pub/Rev Date</i> .....    | 2008                                |
| <i>Case Length</i> .....     | 29 Pages                            |
| <i>TN Length</i> .....       | 5 Pages                             |

### Australia's Leading Retailer Woolworths' Sustainability Strategy

**Abstract**

This case discusses the sustainability initiatives of Australia's leading retail chain Woolworths Limited (Woolworths) and its impact on the internal and external environment of the company. It provides details of the activities undertaken by Woolworths' management and employees to contribute to the benefit of the society and

the community in which the company operates. The case also discusses the active role played by Woolworths in combating global warming and climate change. The case highlights criticisms against Woolworths as well. Critics pointed out some of its questionable practices and contended that as the leading retailer in Australia, Woolworths should be more responsible.

#### Issues

Study the CSR initiatives of Woolworths.

Analyze the impact of Woolworths business on the environment.

Understand Woolworths sustainability strategies.

Determine how a company's stand on social and environmental issues can contribute to enhancing the company's image.

Analyze the reasons for criticism against Woolworths and explore ways in which the retailer can address this.

#### Reference Numbers

|                       |            |
|-----------------------|------------|
| ICMR .....            | BECCG 087  |
| ECCH .....            | 708-056-1  |
| Organization(s) ..... | Woolworths |
| Countries .....       | Australia  |
| Industry .....        | Retail     |
| Pub/Rev Date .....    | 2008       |
| Case Length .....     | 24 Pages   |
| TN Length .....       | 4 Pages    |

### Sustainability Initiatives at ITC Ltd.

#### Abstract

ITC is a major India-based conglomerate, with presence in Hotels, Specialty Papers, Apparel, Foods, Tobacco Products, etc. The case discusses the sustainability initiatives of the company. The company believed in the Triple Bottom Line philosophy, according to which the performance of a corporate entity should be judged not just on the basis of its financials; its environmental and social performance should be taken into account as well. The case details some of the environmental and community initiatives undertaken by ITC. The case also mentions some of the criticisms against the company's sustainability initiatives.

#### Issues

Understand the triple bottom line philosophy.

Learn about the environmental and community initiatives undertaken by ITC.

Know about some of the criticisms against ITC and the company's responses to these criticisms.

#### Reference Numbers

|                       |              |
|-----------------------|--------------|
| ICMR .....            | BECCG 086    |
| ECCH .....            | 708-057-1    |
| Organization(s) ..... | ITC          |
| Countries .....       | India        |
| Industry .....        | Conglomerate |
| Pub/Rev Date .....    | 2008         |
| Case Length .....     | 16 Pages     |
| TN Length .....       | 5 Pages      |

### Zürich's Eco-friendly Waste Management System

#### Abstract

In 1985, the Social Democrat Party of Zürich started an initiative for an ecological waste management system in association with The Zürich Waste Department (AWZ) - to dispose waste in an eco friendly manner. It comprised of a project called 'Zürich-Recycling', introduction of official trash bags called 'Züri-sacks' and an information campaign with consumer oriented advice. AWZ made it mandatory for all residents of Zürich to use the Züri-sacks, which had to be purchased from grocery stores, for waste disposal. It followed the concept of 'Pay as you Throw' and people were fined if they used bags other than Züri-sacks. The Züri-sacks were quite expensive and people were wary of throwing more garbage which resulted in decreased garbage production. Collection points were also set up in the city to collect recyclable waste. An information campaign was started to create awareness among the residents of Zürich city about the ecological idea behind the waste management program of AWZ. The program had a positive effect on the city and reduced the incinerator waste by about 24% within the first few years. It was also successful in reducing the per-capita waste in Zürich.

#### Issues

Study the Waste Management System in Zürich.

Recognize ways to minimize garbage production.

Understand ecological waste management system.

Analyze the reasons for the success of the Waste Management Program in Zürich.

#### Reference Numbers

|                       |             |
|-----------------------|-------------|
| ICMR .....            | BECCG 085   |
| ECCH .....            | 708-044-1   |
| Organization(s) ..... | N/A         |
| Countries .....       | Switzerland |
| Industry .....        | Others      |
| Pub/Rev Date .....    | 2008        |
| Case Length .....     | 10 Pages    |
| TN Length .....       | 4 Pages     |

### Navman: The Resale Price Maintenance Controversy

#### Abstract

This case is about the Australian arm of New Zealand-based navigation equipment manufacturer Navman NZ Limited (Navman), and two of its employees who were charged for breaching Section 48 of the Trade Practices Act of 1974. Navman and its two key executives were found guilty of engaging in Resale Price Maintenance (RPM) by Australian Competition and Consumer Commission (ACCC) and a fine of A\$1.25 million was imposed on the company. The two executives were fined A\$80,000 and A\$40,000 respectively. This case emphasizes the need for companies to provide compliance training to managerial executives who are working in foreign lands. The case also explores the relationship between corporate culture and compliance with codes of business ethics.

#### Issues

Understand the issue of resale price maintenance and the laws relating to it in different countries.

Understand the need for legal training program for employees working in foreign lands.

Understand the role of corporate culture and compliance with code of business ethics.

#### Reference Numbers

|                       |             |
|-----------------------|-------------|
| ICMR .....            | BECCG 084   |
| ECCH .....            | 708-025-1   |
| Organization(s) ..... | Navman      |
| Countries .....       | New Zealand |
| Industry .....        | Others      |
| Pub/Rev Date .....    | 2008        |
| Case Length .....     | 10 Pages    |
| TN Length .....       | 5 Pages     |

### DHL's Corporate Social Responsibility Initiatives - The Disaster Management Program

#### Abstract

The case discusses the disaster management programs at the leading logistics company, DHL. Over the years DHL had gained considerable expertise in disaster management and recovery, as it was crucial to maintain business continuity. The company wanted to leverage the experience it gained in providing service to the customers during emergency for humanitarian causes. DHL joined an initiative of World Economic Forum, Disaster Resource Network (DRN). Several companies from different industries were a part of the DRN and they set up Airport Emergency Team (AET) with the aim of

relieving airports of congestion and ensure smooth flow of relief material in disaster affected areas. AET was actively involved in several efforts during Tsunami, Hurricane Katrina, South Asia Earthquake etc. In December 2005, DHL entered into a partnership with the United Nations to establish three teams comprising of employees from DHL at strategically important airports. These teams known as Disaster Response Team (DRT) were ready to be deployed in disaster affected areas. The DRT comprised of around 80 employees each who had expertise in areas like safety and security, inventory management, cargo handling, warehouse management, road operations etc. The teams were deployed in Asia Pacific region, in the Americas, and in the Middle East / Africa. The case examines DHL's disaster management and humanitarian relief initiatives in detail.

### Issues

Understand business continuity programs at DHL.

Evaluate how companies can play their part in the betterment of the society.

Analyze DHL's disaster management programs.

Study some of the humanitarian relief programs carried out by DHL.

### Reference Numbers

|                       |           |
|-----------------------|-----------|
| ICMR .....            | BECG 083  |
| ECCH .....            | 708-016-1 |
| Organization(s) ..... | DHL       |
| Countries .....       | Germany   |
| Industry .....        | Logistics |
| Pub/Rev Date .....    | 2008      |
| Case Length .....     | 15 Pages  |
| TN Length .....       | 5 Pages   |

### Social Networking Issues and Orkut.com

### Abstract

The case examines the controversies associated with Orkut.com (Orkut), a social networking site of the US-based search engine company Google Inc. (Google). Orkut became very popular in non-American countries like Brazil and India with 72% of the users being Brazilians and 18% being Indians. Through this site, the members could search for and contact their old friends (who were also members at Orkut), make new friends and form forums (called communities) and discuss on varied topics. However, several events in Brazil and India tarnished the image of the website and these events also led to a growing debate on the safety of the members using such networking sites. Orkut was being seen as a medium of promoting hatred toward some religions and communities, illegal drug

dealings and child pornography. It also witnessed growing incidents of fake profiles to demean the character of the victims. There were a few cases of kidnappings and murders which were allegedly planned out on Orkut. As a result of all these incidents, there were several litigations that were filed against Orkut and Google in India and Brazil. The case further examines the corrective measures taken by Google to resolve these controversies.

### Issues

Examine the reasons for the rising popularity of Orkut.com.

Study the positive and negative implications and the impact of social networking sites such as Orkut.com.

Suggest various ways in which sites such as Orkut should protect the privacy and security of their users.

### Reference Numbers

|                       |                          |
|-----------------------|--------------------------|
| ICMR .....            | BECG 082                 |
| ECCH .....            | 708-003-1                |
| Organization(s) ..... | Google / Orkut.com       |
| Countries .....       | United States of America |
| Industry .....        | Internet and e-Commerce  |
| Pub/Rev Date .....    | 2008                     |
| Case Length .....     | 14 Pages                 |
| TN Length .....       | 5 Pages                  |

### Sustainable Packaging Practices at Lush Fresh Handmade Cosmetics

### Abstract

The case is about Lush Fresh Handmade Cosmetics (Lush), a UK-based manufacturer and marketer of ethical beauty products with nearly 500 stores worldwide. The case focuses on the sustainable business practices of Lush, with a special emphasis on its sustainable packaging practices. At a time when the world was experiencing an explosion in packaging due to the increasing importance of packaging as a marketing tool, 65 percent of Lush's products were sold 'naked' (i.e. without packaging). The rest of the products came with minimal packaging. The retail chain used just enough packaging so that the products reached the residence of its customers safely. It used grease proof paper, reusable tins, paper bags made from recycled materials and rewarded its customers for bringing back their containers and shopping bags. In 2007, it started using popcorn as loose fill instead of shredded paper (many other companies use polystyrene chips) in its shipping package. The same year, Lush also started a worldwide campaign 'Get Naked' against excessive packaging by the industry. The

much-publicized campaign strove to educate consumers regarding the adverse affect of packaging waste on the environment and urged them to shun excessively packaged products in favor of minimally packaged or 'naked' products. Lush, which marketed fresh and natural handmade products, had leveraged on its new product development to come up with 'category defying' products such as solid shampoos, solid conditioners, deodorants, massage bars, and solid bubble bath, which required no packaging. Moreover, these products were designed in the form of eatables such as cakes, cheese, ice-creams, and other desserts, and were displayed in the store in the form of an old-fashioned delicatessen. Experts felt that Lush through all aspects of its business – packaging practices, natural products, against-animal-testing stance, support for fair trade, decision to not use mass-media advertising and not go public to sustain its ethical practices – displayed a strong commitment to sustainable development issues and also successfully differentiated itself from its competitors. They felt that a key reason for the success of Lush was its corporate culture with everyone from the directors to the people working in the stores sharing the values of the brand.

### Issues

Understand the issue of sustainable packaging and how Lush successfully differentiated itself with respect to its competitors in this regard.

Understand how Lush, through its product and packaging decisions coupled with its strong ethical stance, differentiated itself in the competitive beauty industry.

Appreciate the importance of the role of corporate culture in corporate sustainability.

### Reference Numbers

|                       |                               |
|-----------------------|-------------------------------|
| ICMR .....            | BECG 081                      |
| ECCH .....            | 708-004-1                     |
| Organization(s) ..... | Lush Fresh Handmade Cosmetics |
| Countries .....       | United Kingdom                |
| Industry .....        | FMCG                          |
| Pub/Rev Date .....    | 2008                          |
| Case Length .....     | 18 Pages                      |
| TN Length .....       | 14 Pages                      |

### Sustainability Management at Nau Inc.

### Abstract

The case examines the sustainability practices of the US-based apparel manufacturer Nau Inc (Nau). A start-up that was envisaged in 2004, Nau was built on the 'green foundation' and started selling its products in mid-2007. The founder and the

core group of the company, with their wide experience in the outdoor apparel industry, designed the company from scratch based on the ethos of sustainability. They believed that companies should be responsible to the community in which they operated. Forming a part of the bylaws of the company was a set of commitments toward environmental and social responsibility, and managing the company ethically. Nau's business model adequately addressed the social and environmental aspects of the triple bottomline. However, the economic viability of the model is yet to be proved. The case provides insights on how Nau challenged the established conventions in the apparel industry, relating to design, marketing, and distribution. Though Nau has established itself as a sustainable company, industry experts, however, are of the view that the sustainability of the company's business model is a point to deliberate on.

### Issues

Understand sustainability as a corporate strategy with reference to incorporation and operation of Nau

Understand the challenges faced by start-ups and ways to overcome them

Evaluate the methods by which companies can use sustainability as a competitive advantage

Appreciate the emerging trend among the companies to assume broader responsibility toward the environment and society

### Reference Numbers

|                       |                          |
|-----------------------|--------------------------|
| ICMR .....            | BECG 080                 |
| ECCH .....            | 708-002-1                |
| Organization(s) ..... | Nau Inc.                 |
| Countries .....       | United States of America |
| Industry .....        | Retail                   |
| Pub/Rev Date .....    | 2008                     |
| Case Length .....     | 20 Pages                 |
| TN Length .....       | 13 Pages                 |

## Genetic Engineering: Questions of Ethics and Effectiveness

### Abstract

Genetic Engineering (GE) is a controversial issue, with environmentalists, scientists, public interest groups, and governments debating the safety and viability of GE. The case traces the growth and development of GE and attempts to analyze the benefits and drawbacks of GE and Genetically Modified (GM) crops and animals. It also discusses the general public opinion and government legislations on GM foods. The case ends with a brief discussion on recent developments concerning GM crops.

### Issues

Understand GE and the debate surrounding it  
Analyze the advantages and disadvantages of GE

Critically analyze the future prospects of GM foods and GE

### Reference Numbers

|                       |             |
|-----------------------|-------------|
| ICMR .....            | BECG 079    |
| ECCH .....            | 707-033-1   |
| Organization(s) ..... | N/A         |
| Countries .....       | World wide  |
| Industry .....        | Agriculture |
| Pub/Rev Date .....    | 2007        |
| Case Length .....     | 17 Pages    |
| TN Length .....       | 5 Pages     |

## Monsanto's 'Roundup Ready' Alfalfa Controversy

### Abstract

The case describes the Roundup Ready Alfalfa (RRA) controversy faced by Monsanto Company (Monsanto), one of the leading companies in the agricultural biotechnology industry in the US, since early 2006. Environmental groups, organic farmers and consumer groups feared that genetically engineered RRA would lead to the contamination of organic and conventional varieties of alfalfa, leading to the creation of 'superweeds' that may be herbicide-resistant. In May 2007, the California Northern District Court issued an injunction order prohibiting farmers from planting of genetically engineered RRA till the US Department of Agriculture had completed a study on its environmental impact. The case debates on the ethical issues relating to the introduction of genetically engineered RRA by Monsanto.

### Issues

Critically examine the ethical issues in the Roundup Ready Alfalfa controversy faced by Monsanto

Understand the importance of conducting a thorough evaluation/study of the possible environmental impact of genetically engineered crops before approving them

### Reference Numbers

|                       |                          |
|-----------------------|--------------------------|
| ICMR .....            | BECG 078                 |
| ECCH .....            | 707-030-1                |
| Organization(s) ..... | Monsanto                 |
| Countries .....       | United States of America |
| Industry .....        | Agriculture              |
| Pub/Rev Date .....    | 2007                     |
| Case Length .....     | 13 Pages                 |
| TN Length .....       | 5 Pages                  |

## 'Celebrity Big Brother 2007' Controversy

### Abstract

The case describes the controversy that engulfed the 'Celebrity Big Brother 2007' (CBB 2007) reality show aired in the UK in January 2007. It highlights some allegations of racial abuse against Indian actress Shilpa Shetty (Shetty) in the 'Big Brother House'. The case also examines the problems faced by Channel 4, the broadcaster of CBB 2007 show, including the sponsors withdrawing their sponsorships on the ground that the controversy was tarnishing their image. Some industry experts also alleged that Channel 4's management was purposely over highlighting the clashes between Shetty and Jade Goody in order to improve the channel's ratings. The case focuses on the role of media in handling sensitive issues such as racial abuse and practice of gaining publicity from such controversies.

### Issues

Understand the role of media in dealing with controversial issues such as racism

Critically examine the ethical dimensions of such controversies

Examine the sustainability of reality shows like 'Celebrity Big Brother' from an ethical viewpoint

### Reference Numbers

|                       |                                  |
|-----------------------|----------------------------------|
| ICMR .....            | BECG 077                         |
| ECCH .....            | 707-028-1                        |
| Organization(s) ..... | Channel 4                        |
| Countries .....       | United Kingdom                   |
| Industry .....        | Media, Entertainment, and Gaming |
| Pub/Rev Date .....    | 2007                             |
| Case Length .....     | 13 Pages                         |
| TN Length .....       | 5 Pages                          |

## The Bribery Scandal at Siemens AG

### Abstract

This case discusses the bribery scandals that were unearthed at Siemens AG (Siemens) in 2006 and 2007. There were a series of scandals that involved some of the company's employees bribing foreign officials to gain contracts and creating slush funds for this purpose. In another case, the company was accused of bribing labor representatives on the supervisory board in order to gain their support for its policies. After the German authorities conducted raids on Siemens' offices in Germany, investigations were initiated on Siemens in several other countries like the

US, Greece, Italy and Switzerland for possible misconduct. As a fallout of this scandal, the CEO of the company, Klaus Kleinfeld, and the chairman of the supervisory board, Heinrich von Pierer, had to resign even though they were not directly implicated. With bribery scandals surfacing in Siemens and many other German companies like Volkswagen, questions were also raised about the effectiveness of the Co-determination law in Germany, which advocated a system in which a supervisory board governed the management board and at least half the supervisory board seats had to be filled by labor representatives. In such a system, critics contended that the management always needed the labor representatives' support to be in job and gain support for company policies, which led to a suspicious alliance between them. The case also highlights the opinions of several analysts on the issues related to bribing by the German companies and Siemens in particular and the challenges the new CEO is likely to face at Siemens.

#### Issues

Understand the impact of the bribery scandals unearthed at Siemens AG on the company and the economic climate in Germany

Analyze the steps taken by Siemens AG to prevent such incidents in future

Discuss the role of the co-determination law in the bribery scandals that surfaced in German companies

#### Reference Numbers

|                       |                      |
|-----------------------|----------------------|
| ICMR .....            | BECG 076             |
| ECCH .....            | 707-032-1            |
| Organization(s) ..... | Siemens              |
| Countries .....       | Germany              |
| Industry .....        | Consumer Electronics |
| Pub/Rev Date .....    | 2007                 |
| Case Length .....     | 16 Pages             |
| TN Length .....       | 7 Pages              |

### Chandigarh Industrial and Tourism Development Corporation Ltd: Integrating Corporate Social Responsibility with Sound Business Sense

#### Abstract

This case is about a corporate social responsibility (CSR) initiative of Chandigarh Industrial and Tourism Development Corporation Ltd (CITCO), a public sector organization in India, to open India's first condom themed bar-cum-discotheque at the north Indian city of Chandigarh. Through this initiative CITCO wanted to promote awareness about HIV/AIDS, a growing pandemic in India. Through its very ambience,

the Condom Bar promoted the message of safe sex. The bar also gave away free samples of condoms and also sold condoms to its customers. The cost of the food and the drinks had been kept very affordable as the bar was being run as a not-for-profit organization. The inflow of customers into the bar had increased markedly. It was also able to draw the attention of the world. CITCO's initiative has been appreciated by experts who felt that it deserved extra kudos as it had gone ahead with such an innovative idea despite being a semi-government organization. But the initiative also drew criticism from some quarters as the critics believed that the bar was against Indian culture. However, CITCO's Condom Bar was cited as yet another example of how corporations around the world were engaging themselves in HIV/AIDS related CSR.

#### Issues

Understand the corporate social responsibility initiatives of a public sector organization with regard to countering the HIV/AIDS problem in India

Discuss the issues and challenges faced by a public sector organization in formulating and implementing an innovative CSR initiative to spread awareness about HIV/AIDS

#### Reference Numbers

|                       |   |
|-----------------------|---|
| ICMR .....            | BECG 075  |
| ECCH .....            | 707-031-1   |
| Organization(s) ..... | Chandigarh Industrial and Tourism Development Corporation Ltd |
| Countries .....       | India   |
| Industry .....        | Travel and Tourism  |
| Pub/Rev Date .....    | 2007  |
| Case Length .....     | 11 Pages  |
| TN Length .....       | 5 Pages   |

### Wal-Mart's Sustainability Initiatives

#### Abstract

This case is about the sustainability initiatives adopted by Wal-Mart Stores, Inc. (Wal-Mart), the world's largest retailer. Wal-Mart had begun to focus on environmental sustainability issues in 2005. The company planned to review its business activities and implement changes so as to conserve energy, use more renewable sources of energy, recycle waste, and sell more organic products at its stores. Many environmentalists appreciated Wal-Mart's intention to become a fully environmentally sustainable business entity given the influence it had on consumers, suppliers, and employees. However, some critics felt that this was an attempt at greenwashing as Wal-Mart was faced with stagnant sales in the US market and a declining

image. The case discusses the likely challenges for Wal-Mart with regard to the implementation of these initiatives.

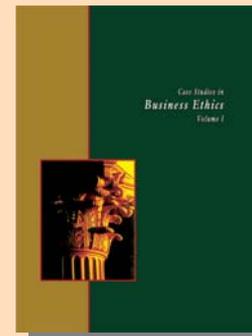
#### Issues

Understand the issues and challenges faced by Wal-Mart with regard to its sustainability initiatives

Understand the reactions of consumers, analysts, and critics to Wal-Mart's sustainability initiatives

#### Reference Numbers

|                       |                          |
|-----------------------|--------------------------|
| ICMR .....            | BECG 074                 |
| ECCH .....            | 707-029-1                |
| Organization(s) ..... | Wal-Mart                 |
| Countries .....       | United States of America |
| Industry .....        | Retail                   |
| Pub/Rev Date .....    | 2007                     |
| Case Length .....     | 17 Pages                 |
| TN Length .....       | 7 Pages                  |



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### Grameen Danone Foods: A Social Business Enterprise

#### Abstract

Danone Foods is a major food conglomerate and the Grameen Group is a Bangladesh-based group with interests in the energy, microfinance, fisheries, and telecommunications sectors. The case describes the Danone-Grameen JV, which was to be a social business enterprise. It then discusses the concept of social business enterprise and the reasons why SBEs have to be encouraged. The case

ends with a brief discussion on the future prospects of SBEs in general and the joint venture in particular.

#### Issues

understand the concept of social business enterprises

analyze the reasons behind an MNC starting an SBE

analyze the future prospects for SBEs

#### Reference Numbers

|                       |                      |
|-----------------------|----------------------|
| ICMR .....            | BECCG 073            |
| ECCH .....            | 707-022-1            |
| Organization(s) ..... | Grameen Danone Foods |
| Countries .....       | Bangladesh           |
| Industry .....        | Food and Beverage    |
| Pub/Rev Date .....    | 2007                 |
| Case Length .....     | 15 Pages             |
| TN Length .....       | 4 Pages              |

### 'SC Johnson's CSR Initiatives - Testing the 'Base of the Pyramid' Protocol

#### Abstract

The case discusses US based SC Johnson's involvement in designing and testing the Base of Pyramid (BOP) protocol. Since its inception, the company had initiated several corporate social responsibility initiatives for the benefit of its employees, environment and the communities in which it operated. When BOP protocol was launched in the year 2004, SC Johnson proactively extended its support to the protocol. In order to test the protocol, a team was sent by SC Johnson to Kenya to create mutual value for the company and the communities. The team went about testing the protocol in three stages and established a new channel to market SC Johnson's products to the BOP consumers. The company also worked with the Pyrethrum farmers in Kenya to find a sustainable source of natural pyrethrum. The success in few of the BOP ventures led SC Johnson launch new products targeted specifically at BOP consumers.

#### Issues

Understand the concept of the Base of Pyramid protocol

Examine the needs of the consumers at BOP  
Analyze SC Johnson's efforts towards creating mutual value for the company and the communities in which it operated.

Evaluate sustainable business opportunities for MNCs in BOP markets

[www.icmrindia.org](http://www.icmrindia.org)

#### Reference Numbers

|                       |              |
|-----------------------|--------------|
| ICMR .....            | BECCG 072    |
| ECCH .....            | 707-005-1    |
| Organization(s) ..... | SC Johnson   |
| Countries .....       | USA / Africa |
| Industry .....        | FMCG         |
| Pub/Rev Date .....    | 2007         |
| Case Length .....     | 19 Pages     |
| TN Length .....       | 12 Pages     |

### BP: Putting Profits Before Safety?

#### Abstract

This case is about the safety problems faced by BP, the third-largest oil and gas producer in the world. On March 23, 2005, an explosion at BP's Texas City refinery resulted in one of the most serious workplace accidents in the US. An investigation by The US Chemical Safety and Hazard Investigation Board (CSB) uncovered many safety lapses at the Texas City refinery. BP was accused of endangering its workers by compromising on process safety due to its high emphasis on cost cutting. The Texas accident was not the only safety lapse at BP. In March 2006, a large oil spill was discovered due to a corroded pipeline at BP's Prudhoe Bay refinery in Alaska, USA. Critics alleged that BP had put profits before safety. BP was also criticized for spending millions of dollars to project a 'green' and 'environment-friendly' image, while failing to take care of basic operational safety issues. BP surprised many when it announced that its CEO, Lord Robert Browne (Browne), would step down by end of July 2007, which was earlier than scheduled retirement in 2008. It also announced that Tony Hayward (Hayward), the head of BP's exploration and production, would succeed Browne. This case discusses the findings of the report released by the BP US Refineries Independent Safety Review Panel (popularly known as the Baker report), the criticisms regarding BP's safety culture, and the steps taken by BP to rectify these issues.

#### Issues

Understand the importance of safety culture and process safety management

Understand the role of the top management in establishing and maintaining a safety culture within the organization

#### Reference Numbers

|                       |                              |
|-----------------------|------------------------------|
| ICMR .....            | BECCG 071                    |
| ECCH .....            | 707-014-1                    |
| Organization(s) ..... | British Petroleum            |
| Countries .....       | United Kingdom               |
| Industry .....        | Petroleum and Petrochemicals |
| Pub/Rev Date .....    | 2007                         |
| Case Length .....     | 21 Pages                     |
| TN Length .....       | 9 Pages                      |

### Business Ethics and Governance Issues at HP - The Pretexting Controversy

#### Abstract

The case examines the business ethics and governance issues relating to the pretexting controversy that engulfed US based HP during the second half of 2006. Though the civil claims arising out of the controversy were settled, it raised several other issues pertaining to invasion of privacy, identity theft, and using pretexting to obtain confidential information. When the Board of Directors at HP found that highly confidential information that was discussed among the Board members was being reported in detail in the press, an investigation was initiated. The investigation was carried out by a team constituted by Patricia Dunn, the then Chairperson of the Board. During the probe, it was found that Keyworth, one of the Directors was responsible for the information leaks. The matter was reported to the Board, and one of the Directors, Tom Perkins resigned from the Board, to express his displeasure about the way the investigation was carried out. He asked the HP Board to disclose the details of the investigation process. HP admitted that pretexting was used to obtain the information about the source of leaks. This led to a series of investigations by several governmental agencies and the Attorney General of California on the illegal methods used by HP to carry out the probe. As a result of these investigations, Dunn and four other persons were indicted and the company paid US\$ 14.5 million to settle civil claims.

#### Issues

Understand the business ethics issues arising out of the pretexting controversy at HP

Examine the corporate governance issues relating to the pretexting controversy at HP

Study the investigation process employed by HP to find the source of confidential information leaks

Examine the illegal/unlawful methods used during the investigations

Analyze the implications of the pretexting controversy at HP.

#### Reference Numbers

|                       |   |
|-----------------------|---|
| ICMR .....            | BECCG 070                                   |
| ECCH .....            | 707-009-1                                   |
| Organization(s) ..... | Hewlett-Packard                             |
| Countries .....       | United States of America                    |
| Industry .....        | Information Technology and Related Services |
| Pub/Rev Date .....    | 2007  |
| Case Length .....     | 19 Pages                                    |
| TN Length .....       | 6 Pages                                     |

## Honda's Environmentology

### Abstract

The case describes Honda Motor Co.'s initiatives to reduce the environmental impact of its products and operations. It discusses 'environmentology', the company's term for all its environment-related initiatives. The case gives details of the seven domains of product development, purchasing, production, transportation, sales, disposal and recycling, and administration, where efforts were being made to improve the environmental performance of the company. It also discusses some of the criticisms against the company, and ends with a brief discussion on the future of the company's environmental initiatives.

### Issues

Study the efforts made by a company to reduce its impact on the environment

Understand the rationale behind the company's environment conservation initiatives

#### Reference Numbers

|                              |                             |
|------------------------------|-----------------------------|
| <i>ICMR</i> .....            | <i>BECC 069</i>             |
| <i>ECCH</i> .....            | <i>707-008-1</i>            |
| <i>Organization(s)</i> ..... | <i>Honda Motors</i>         |
| <i>Countries</i> .....       | <i>Japan</i>                |
| <i>Industry</i> .....        | <i>Auto and Ancillaries</i> |
| <i>Pub/Rev Date</i> .....    | <i>2007</i>                 |
| <i>Case Length</i> .....     | <i>21 Pages</i>             |
| <i>TN Length</i> .....       | <i>4 Pages</i>              |

## Ecomagination' at Work: Ge's Sustainability Initiative

### Abstract

General Electric Company was one of the largest conglomerates in the world, with a turnover of nearly \$150 billion in fiscal year 2005. The company had interests in several areas, broadly classified into six core business units covering industrial systems, infrastructure, media, healthcare, consumer finance and commercial finance. In May 2005, GE launched a sustainability program called 'Ecomagination', aimed at making the company a more responsible corporate citizen by balancing its economic, social and environmental objectives, and creating products that would meet the environmental challenges of the future. This case discusses the events that led to the launch of Ecomagination at GE. It describes briefly the reasons for GE's poor corporate reputation on environmental issues in the past, and the factors that prompted the company to clean up its image in the early 2000s. The case goes on to describe the vision and objectives of Ecomagination in terms of the benefits GE expected from it. It also describes the

company's public relations exercise to create awareness about Ecomagination among consumers and environmentalists. The results of the first year of Ecomagination, which GE released in the form of its first 'Ecomagination Report' in May 2006, are also given. The case concludes with a commentary on the implications of sustainability to GE as well as other companies, in the light of ever-increasing environmental challenges. The case also questions whether GE, which was one of the biggest corporate polluters in the world, would be able to extend the scope of Ecomagination to make it a company-wide initiative in the future.

### Issues

Understand the importance of environmental consciousness and sustainable objectives to large global businesses, especially in the business scenario of the early 2000s

Examine the issues in implementing sustainability initiatives in a business

Appreciate the importance of laying out clear and measurable goals in pursuing sustainable objectives

Study the challenges in integrating companies' social and environmental objectives with their business targets

Understand the importance of top management support in ensuring commitment towards any new project

Understand the role that businesses can play in creating awareness about sustainability among consumers and political decision-makers.

#### Reference Numbers

|                              |                                 |
|------------------------------|---------------------------------|
| <i>ICMR</i> .....            | <i>BECC 068</i>                 |
| <i>ECCH</i> .....            | <i>707-007-1</i>                |
| <i>Organization(s)</i> ..... | <i>GE</i>                       |
| <i>Countries</i> .....       | <i>United States of America</i> |
| <i>Industry</i> .....        | <i>Conglomerate</i>             |
| <i>Pub/Rev Date</i> .....    | <i>2006</i>                     |
| <i>Case Length</i> .....     | <i>17 Pages</i>                 |
| <i>TN Length</i> .....       | <i>11 Pages</i>                 |

## The Body Shop: Social Responsibility or Sustained Greenwashing?

### Abstract

This case is about the issue of sustainability rhetoric and greenwashing. In March 2006, The Body Shop International Plc. (Body Shop), a retailer of natural-based and ethically-sourced beauty products, announced that it had agreed to an acquisition by the beauty care giant L'Oréal SA1 (L'Oréal) in a cash deal worth £652 million (US\$ 1.14 billion). The announcement brought in its wake a

spate of criticism against Body Shop and its founder, Dame Anita Roddick (Roddick). Body Shop was regarded as a pioneer in modern corporate social responsibility (CSR) practices. The company was also strongly associated with Roddick's social activism. Since its inception, it had endorsed and championed various social issues such as opposition to animal testing, developing community trade, building self-esteem, campaigning for human rights, and protection of the planet. Through these initiatives, the company had cultivated a loyal base of customers who shared these values. L'Oréal, on the other hand, had been severely criticized by activists for allegedly testing its cosmetics on animals, exploiting the sexuality of women, and selling its products by making women feel insecure. Moreover, Nestlé owned 26 percent of L'Oréal and Nestlé was one of the most boycotted companies in the world for its alleged unethical business practices and aggressive promotion of baby milk in developing countries. Some of Body Shop's critics and customers said that they felt betrayed by the deal as Roddick had previously been vocal in her criticism of companies like L'Oréal. They called for a boycott of Body Shop's products. However, Body Shop and Roddick defended the deal by saying that the acquisition by L'Oréal would not compromise Body Shop's ethics; the merger would, in fact, give Body Shop a chance to spread its values to L'Oréal. L'Oréal also announced that Body Shop's values would not be compromised and that it would continue to operate as an independent unit. This case discusses the reactions of consumers, activists, and CSR experts to the acquisition of Body Shop by L'Oréal. The acquisition throws up some questions such as: Is Body Shop guilty of greenwashing? Does it have the influence to extend its values to L'Oréal? The case also looks into the issue of whether L'Oréal was trying to improve its own image and to buy CSR through this deal.

### Issues

Understand the issue of sustainability rhetoric and greenwashing with regard to the acquisition of Body Shop by L'Oréal

Understand the challenges faced by a company in building a corporate image and brand on the social marketing concept

Appreciate the importance of the cultural and CSR factors in mergers and acquisitions vis-à-vis financial and strategic parameters

#### Reference Numbers

|                              |   |
|------------------------------|---|
| <i>ICMR</i> .....            | <i>BECC 067</i>                             |
| <i>ECCH</i> .....            | <i>707-006-1</i>                            |
| <i>Organization(s)</i> ..... | <i>The Body Shop<br/>International Plc.</i> |
| <i>Countries</i> .....       | <i>United Kingdom</i>                       |
| <i>Industry</i> .....        | <i>FMCG</i>                                 |

*Pub/Rev Date* ..... 2006  
*Case Length* ..... 25 Pages  
*TN Length* ..... 12 Pages

### Nationalization of The Oil and Gas Sector In Bolivia: Good Or Bad?

#### Abstract

This case is about the nationalization of the oil and gas sector in Bolivia in May 2006. Bolivia had the second largest oil and natural resources in South America after Venezuela and played a significant role in the regional oil market. The case highlights the reasons for the government's decision to take control of the country's oil and gas energy resources. The case also discusses the impact of this decision on the Bolivian economy, foreign investment flows, and regional trade alliances.

#### Issues

Understand the impact of government decisions on the business environment and foreign investment flows of a country

Appreciate the importance of foreign investment in the economic development of a country

Assess the impact of either nationalization or privatization on the economic development of a country

#### Reference Numbers

*ICMR* ..... BECG 066  
*ECCH* .....  
*Organization(s)* .....  
*Countries* ..... Bolivia  
*Industry* ..... Diversified  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 14 Pages  
*TN Length* ..... 5 Pages

### Corporate Social Responsibility at ONGC

#### Abstract

ONGC Ltd. is a major player in the oil and petroleum industry. The case describes the corporate social responsibility (CSR) initiatives of the company in detail. It also explains the issues concerning the implementation of the CSR initiatives.

#### Issues

Gain insights into the corporate social responsibility initiatives at the company

Understand the importance of corporate social responsibility

Know more about the challenges and issues concerning the implementation of CSR initiatives.

#### Reference Numbers

*ICMR* ..... BECG 065  
*ECCH* .....  
*Organization(s)* ..... ONGC Ltd.  
*Countries* ..... India  
*Industry* ..... Petroleum  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 14 Pages  
*TN Length* ..... N/A

### Exxon Mobil's Riches: Fueling Controversy?

#### Abstract

The case discusses the problems faced by Exxon Mobil Corp. (Exxon), the largest company in the US, as it recorded high profits in the wake of rising oil prices. Exxon was accused by some US policy makers and consumer activist groups of price gouging and corporate greed. There was also the confrontation between Exxon and environmental activist groups over issues like the Valdez oil spill, oil drilling in the Arctic National Wildlife Refuge, etc. The case discusses in detail the allegations made against Exxon by some US lawmakers, consumer groups, and environmentalists. Exxon's responses to these allegations have also been presented in the case.

#### Issues

Understand the issues and allegations faced by Exxon in the wake of rising oil prices in the US

Understand the PR challenges faced by large oil companies

Appreciate the importance of communication and social responsibility for large corporations.

#### Reference Numbers

*ICMR* ..... BECG 064  
*ECCH* ..... 706-042-1  
*Organization(s)* ..... Exxon Mobil Corporation  
*Countries* ..... United States of America  
*Industry* ..... Petroleum & Petrochemicals  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 24 Pages  
*TN Length* .....

### 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

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

Understand the need for integration of various CSR initiatives with key business processes of the company

Highlight the growing importance of CSR as a business imperative

Give insights into concepts like triple bottomline and sustainable development.

#### Reference Numbers

*ICMR* ..... BECG 063  
*ECCH* .....  
*Organization(s)* ..... Tata Group Companies  
*Countries* ..... India  
*Industry* ..... Diversified  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 15 Pages  
*TN Length* ..... N/A

### The Le Clemenceau Controversy: Business vs. Safety

#### Abstract

This case discusses the controversial issues surrounding the decommissioned French warship Le Clemenceau, which was on its way to Alang, a major ship-breaking yard in India, for dismantling. However, the ship was recalled to France due to pressure from various environmental activist organizations like Greenpeace, who claimed that the ship had high quantities of toxic asbestos and PCBs. The case also highlights the problems faced by ship-breaking yard owners and companies in light of the Le Clemenceau controversy. The case brings out the issue of business versus safety with regard to the ship-breaking industry in developing countries in Asia.

#### Issues

Understand the issue of environmental activism and their impact on business and labor practices in developing countries

Understand the conflict between worker safety issues and business interests of the ship-breaking industry.

**Reference Numbers**

ICMR ..... BECG 062  
 ECCH ..... 706-025-1  
 Organization(s) .....  
 Countries ..... France, India  
 Industry ..... Ship-breaking  
 Pub/Rev Date ..... 2003  
 Case Length ..... 21 Pages  
 TN Length ..... N/A

### Coca-Cola's Business Practices: Facing the Heat in a Few Countries

**Abstract**

The case discusses some of the alleged controversial business and labor practices of The Coca-Cola Company (Coca-Cola) and its bottlers in a few countries. The case discusses in detail, the allegations made against Coca-Cola's labor practices in Columbia, environmental and product issues in India, and trade practices in Mexico. The case also highlights the rise in consumer activism as it includes details of the ban imposed on Coca-Cola's products by some university campuses in the US and Europe on account of pressure by student unions and other activist organizations. Coca-Cola's responses to these allegations have also been presented in the case.

**Issues**

Understand the issues and allegations faced by Coca-Cola in Colombia, India, and Mexico

Understand the challenges faced by multinational companies due to the rise in consumer activism

Appreciate the importance of communication and social responsibility for multinational companies that operate across geographic regions and cultures.

**Reference Numbers**

ICMR ..... BECG 061  
 ECCH .....  
 Organization(s) ..... The Coca-Cola Company  
 Countries ..... USA, Columbia, India, Mexico  
 Industry ..... Beverage (Softdrink)  
 Pub/Rev Date ..... 2006  
 Case Length ..... 21 Pages  
 TN Length ..... N/A

### Ethical Issues at Christie's

**Abstract**

Christie's Inc. is a major player in the business of auctioneering. Since its inception in 1766, the auction house has diversified

into almost all categories of auctioneering. It also has entered areas like real estate and financing. The case deals primarily with the ethical issues confronting Christie's. The case gives an account of the anti-trust suits that were filed against the auction house. The case also throws light on the cut-throat competition among auctioneers in the top-end market. The case ends with a description of the various controversies - the issue of selling stolen art, not disclosing the holders of Nazi loot, etc., that Christie's has faced in recent times.

**Issues**

Price-fixing deal between the two largest auction houses in the world

Business practices followed in auction houses

Importance of ethics in the management of business

The issues and concerns in the business of auctioneering

The importance of instilling a culture that favors ethical behavior.

**Reference Numbers**

ICMR ..... BECG 060  
 ECCH ..... 706-022-1  
 Organization(s) ..... Christie's Inc.  
 Countries ..... UK, USA  
 Industry ..... Auctioning  
 Pub/Rev Date ..... 2006  
 Case Length ..... 15 Pages  
 TN Length ..... N/A

### Tesco's Corporate Social Responsibility Initiatives

**Abstract**

This case discusses the corporate social responsibility initiatives of Tesco and its impact on the internal and external environment of the company. It details the activities undertaken by Tesco's management and employees to contribute to the benefit of the society and the community in which the company operates. The case also discusses the active role played by Tesco in protecting and regenerating the environment and in extending the CSR initiatives to its suppliers. It also highlights a few criticisms against Tesco including polluting the environment in some countries and not adhering to its CSR standards.

**Issues**

Examine a company's responsibility towards the society

Understand the importance of social and environmental issues

Determine how a company's stand on social and environmental issues can contribute to enhancing the company's image.

**Reference Numbers**

ICMR ..... BECG 059  
 ECCH ..... 706-027-1  
 Organization(s) ..... Tesco  
 Countries ..... UK  
 Industry ..... Retail  
 Pub/Rev Date ..... 2006  
 Case Length ..... 21 Pages  
 TN Length ..... N/A

### IKEA's Social and Environmental Responsibility Initiatives

**Abstract**

The case discusses IKEA's stand on social and environmental issues. It discusses the factors that led IKEA's active participation in environmental conservation and children welfare. It also details the association of the company with several environment and socially conscious agencies such as WWF, Greenpeace, UNICEF and Save the Children. The case highlights a few of IKEA's CSR initiatives and how the company extended CSR to its customers, employees and its suppliers.

**Issues**

Determine a company's responsibility towards the community and the environment in which it operates

Understand how a company's social and environment initiatives can contribute in enhancing the company's corporate image.

**Reference Numbers**

ICMR ..... BECG 058  
 ECCH ..... 706-028-1  
 Organization(s) ..... IKEA  
 Countries ..... Sweden, US, China  
 Industry ..... Retail - Furniture  
 Pub/Rev Date ..... 2006  
 Case Length ..... 22 Pages  
 TN Length ..... N/A

### Corporate Social Responsibility at HP

**Abstract**

This case discusses the social and environmental initiatives taken by the US based hardware giant - HP. It discusses the vision of the founder David Packard, who believed that social and environment initiatives would in the long run result in the improvement of financial performance and a better corporate

image for HP. The case details the activities undertaken by HP's employees to improve the living conditions of the community in which the company operates. It discusses how HP aimed at creating a positive impact of its activities on the environment. The case ends by explaining how the company extended its CSR initiatives to its suppliers.

### Issues

Determine a company's responsibility towards the community and the environment in which it operates

Understand how a company's social and environment initiatives can contribute in enhancing the company's corporate image.

#### Reference Numbers

|                       |                       |
|-----------------------|-----------------------|
| ICMR .....            | BECC 057              |
| ECCH .....            | 706-026-1             |
| Organization(s) ..... | HP                    |
| Countries .....       | US                    |
| Industry .....        | Electronics –Hardware |
| Pub/Rev Date .....    | 2006                  |
| Case Length .....     | 19 Pages              |
| TN Length .....       | N/A                   |

### Sustainable Development at British Petroleum

#### Abstract

The case discusses the sustainability development programs initiated by BP. It also explains in detail the reasons behind BP's decision to start environmental sustainability and regional development programs. Though it was one of the top three companies engaged in the oil exploration and production business, BP adopted a proactive approach toward environmental sustainability. The environmental and regional development programs at BP were successful as they reduced environmental pollution levels in the areas where it operated and also helped in improving the standard of living of the people inhabiting those areas. The case also explains the entry of BP into renewable sources of energy such as solar, wind, and hydrogen.

### Issues

Understand the problems faced by companies which are engaged in production and exploration activities that have a negative impact on the environment in the areas where they operate

Understand the role of an oil company in bringing about sustainable development to reduce environmental pollution levels and improve the standard of living of people

Understand the problems involved in transforming an 'oil company' into a 'green company'

Understand the ways through which a company can use its sustainability programs as a tool to increase its revenue generating activities in the long term.

#### Reference Numbers

|                       |                   |
|-----------------------|-------------------|
| ICMR .....            | BECC 056          |
| ECCH .....            | 706-021-1         |
| Organization(s) ..... | British Petroleum |
| Countries .....       | UK                |
| Industry .....        | Oil & Chemical    |
| Pub/Rev Date .....    | 2006              |
| Case Length .....     | 18 Pages          |
| TN Length .....       | N/A               |

### Ahold's Sustainability Initiatives

#### Abstract

Ahold, a major retailer in the US and Europe, considered sustainability as an effective way to not only meet its corporate social responsibility obligations but also to improve its efficiency and profitability. The case essentially deals with Ahold's sustainability approach and its various initiatives. It also throws light on the business sense in pursuing sustainability as a strategy. The case talks in detail about Ahold's strategy of using sustainability as an instrument to improve its productivity, profitability, and its image in the eyes of the customers it served. Last, it makes a brief mention about the comments made by analysts vis-à-vis Ahold's sustainability initiatives.

### Issues

The concept and importance of sustainability and sustainable development

How a company uses sustainability to achieve competitive advantage

How a retail giant uses sustainability to win customers

The importance of corporate social responsibility in business

The environmental implications of retail operations

The importance of following sustainable practices which allow the company as well as its immediate environment to gain from it.

#### Reference Numbers

|                       |             |
|-----------------------|-------------|
| ICMR .....            | BECC 055    |
| ECCH .....            | 706-020-1   |
| Organization(s) ..... |             |
| Countries .....       | Netherlands |
| Industry .....        | Retail      |
| Pub/Rev Date .....    | 2006        |
| Case Length .....     | 18 Pages    |
| TN Length .....       | N/A         |

### Childhood Obesity: Should Junk Food be Regulated?

#### Abstract

The case 'Childhood obesity: Should junk food be regulated?' provides an overview of the marketing of junk food (food with limited nutritional value) to children across the world, and the role of government regulations and industry self-regulation. The case looks into the concerns raised by consumer groups and health organizations the world over, due to the increasing levels of childhood obesity which have reached alarming proportions. Junk food manufacturers like McDonald's, Kraft Foods, PepsiCo, and Coca-Cola have come under intense pressure to withdraw advertisements and promotional campaigns that target children. The case also gives a brief account of the arguments put forward by the Alliance for American Advertising (AAA) in defense of the 'rights' of companies to advertise to children.

### Issues

Junk food industry and its implications for the childhood obesity issue; Role of government regulations

Self-regulation adopted by various companies through marketing communications, as a preemptive measure against future government regulations

Effects of unethical practices of advertising, i.e., advertising junk food to children.

#### Reference Numbers

|                       |                              |
|-----------------------|------------------------------|
| ICMR .....            | BECC 054                     |
| ECCH .....            | 705-045-1                    |
| Organization(s) ..... | McDonald's Corporation et al |
| Countries .....       | USA, Europe, Australia, Asia |
| Industry .....        | Food                         |
| Pub/Rev Date .....    | 2005                         |
| Case Length .....     | 16 Pages                     |
| TN Length .....       | 5 Pages                      |

### Hollinger International: The Lord Black Saga

#### Abstract

"Hollinger International - The Lord Black Saga" looks at the troubles at Hollinger International Inc. (HII), a large publishing house which owned several newspaper publications across the world like The Telegraph, The National Post, Sidney Morning Herald, Chicago Sun-Times. From 2001 onwards, there were a series of accusations of fraud, investigations, and lawsuits filed against HII's top executives. The case deals with issues

like personal greed, regulatory loopholes and failed internal controls that were responsible for a series of frauds committed by Black and his associates. The importance of corporate governance, shareholder activism and regulatory policies are also highlighted in this case.

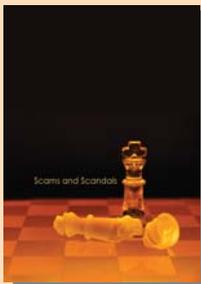
### Issues

Factors that lead to frauds being committed by top executives in a company

Importance of corporate governance policies, board management and internal controls in an increasingly globalized business environment.

#### Reference Numbers

|                       |                             |
|-----------------------|-----------------------------|
| ICMR .....            | BECG 053                    |
| ECCH .....            | 705-037-8                   |
| Organization(s) ..... | Hollinger International Inc |
| Countries .....       | Canada, US, and UK          |
| Industry .....        | Publishing                  |
| Pub/Rev Date .....    | 2005                        |
| Case Length .....     | 15 Pages                    |
| TN Length .....       | 5 Pages                     |



### Scams and Scandals

Paperback: 269 Pages,  
16 Case Studies  
ISBN No: 81-89410-12-1  
Rs. 750/- (USD 35)

### ABB: Providing "Access to Electricity"

#### Abstract

The case discusses the 'Access to Electricity' programs initiated by ABB as part of its Corporate Social Responsibility Activities in a few less developed parts of the world. The program was begun at Ngarambe, a village situated near the Selous Game Reserve in Tanzania. Here, the program was able to bring

electricity to Ngarambe and besides, the electrification project helped in the economic and social development of the village while taking care of environmental concerns. ABB used the 'Access to Electricity' project as a learning experience and committed itself to undertaking more such Corporate Social Responsibility activities with the long term aim of generating stable revenues.

### Issues

Role of a company in bringing about sustainable development in an economically underdeveloped area

Using corporate social responsibility activities to develop competencies

Developing corporate social responsibility activities into revenue generating activities in the long term.

#### Reference Numbers

|                       |                             |
|-----------------------|-----------------------------|
| ICMR .....            | BECG 052                    |
| ECCH .....            | 705-038-1                   |
| Organization(s) ..... | ABB Group                   |
| Countries .....       | Tanzania                    |
| Industry .....        | Electric Equipment Industry |
| Pub/Rev Date .....    | 2005                        |
| Case Length .....     | 11 Pages                    |
| TN Length .....       | 3 Pages                     |

### Sustainability Management at Philips

#### Abstract

The case discusses the sustainability management initiatives undertaken by the Netherlands based Royal Philips Electronics, a leading manufacturer of domestic appliances, medical systems, lighting equipment and semiconductors. The company's sustainability program mainly focused on social responsibility initiatives such as employee welfare & community development and environmental management. The case describes each of these initiatives in detail and explains how Philips aimed at deriving competitive advantage from them. The 'sustainability governance structure' and 'governance structure for environmental management' put in place by Philips for realizing its sustainability vision is also discussed. The case also dwells upon Philips General Business Principles that guided its activities and employee behavior in its operations across the world.

### Issues

Understand the concept of sustainability and its relevance in today's businesses

Need for a vision, policy and governance structure in order to achieve the goals of sustainability management

Understand how environmentally and socially responsible behavior leads to sustainable business performance

Develop a framework to measure sustainability initiatives.

#### Reference Numbers

|                       |                      |
|-----------------------|----------------------|
| ICMR .....            | BECG 051             |
| ECCH .....            | 706-024-1            |
| Organization(s) ..... | Phillips             |
| Countries .....       | Netherlands          |
| Industry .....        | Consumer Electronics |
| Pub/Rev Date .....    | 2005                 |
| Case Length .....     | 26 Pages             |
| TN Length .....       | N/A                  |

### 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

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

#### Reference Numbers

|                       |             |
|-----------------------|-------------|
| ICMR .....            | BECG 050    |
| ECCH .....            |             |
| Organization(s) ..... | Tata Group  |
| Countries .....       | India       |
| Industry .....        | Diversified |
| Pub/Rev Date .....    | 2005        |
| Case Length .....     | 14 Pages    |
| TN Length .....       | N/A         |

"There is no such thing as business ethics. There is only one kind - you have to adhere to the highest standards."

– Marvin Bower

### 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 ..... BECG 049  
ECCH .....  
Organization(s) ..... HSBC  
Countries ..... UK  
Industry ..... Banking and FS  
Pub/Rev Date ..... 2005  
Case Length ..... 10 Pages  
TN Length ..... 4 Pages

### 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 ..... BECG 048  
ECCH .....  
Organization(s) ..... Voxiva  
Countries ..... Africa, India,  
Peru, Iraq  
Industry ..... IT, Healthcare  
Pub/Rev Date ..... 2005  
Case Length ..... 13 Pages  
TN Length ..... N/A

### 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. 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 ..... BECG 047  
ECCH .....  
Organization(s) ..... Cemex Corporation  
Countries ..... Mexico  
Industry ..... Cement  
Pub/Rev Date ..... 2005  
Case Length ..... 14 Pages  
TN Length ..... N/A

### 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 ..... BECG 046  
ECCH ..... 705-007-1  
Organization(s) ..... Merck  
Countries ..... US  
Industry ..... Pharma  
Pub/Rev Date ..... 2005  
Case Length ..... 12 Pages  
TN Length ..... N/A

### 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 to Exxon Valdez spill and ethical issues involving the disaster.

#### Reference Numbers

ICMR ..... BECG 045  
ECCH ..... 705-008-1  
Organization(s) ..... Exxon  
Countries ..... US  
Industry ..... Petroleum  
Pub/Rev Date ..... 2005  
Case Length ..... 16 Pages  
TN Length ..... N/A

## 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 chicken did not adhere to the Prevention of Food Adulteration Act, 1954. Chicken 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 the birds 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

Ill-treatment of animals; Animal rights issues.

#### Reference Numbers

ICMR ..... BECG 044  
 ECCH ..... 704-070-1  
 Organization(s) ..... KFC  
 Countries ..... India  
 Industry ..... Fast Foods  
 Pub/Rev Date ..... 2004  
 Case Length ..... 16 Pages  
 TN Length ..... 9 Pages

## 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. 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 ..... BECG 043  
 ECCH ..... 704-071-1  
 Organization(s) ..... Citigroup  
 Countries ..... Japan, US  
 Industry ..... Financial Services  
 Pub/Rev Date ..... 2004  
 Case Length ..... 15 Pages  
 TN Length ..... N/A

## Governance Problems in Citigroup Japan

### 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. 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 ..... BECG 042  
 ECCH ..... 704-053-1  
 Organization(s) ..... Halliburton Company  
 Countries ..... US, IRAQ  
 Industry ..... Oil and Energy  
 Pub/Rev Date ..... 2004  
 Case Length ..... 14 Pages  
 TN Length ..... N/A

## 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 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

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

The responsibility of businesses towards the environment.

#### Reference Numbers

ICMR ..... BECG 041  
 ECCH ..... 704-054-1  
 Organization(s) ..... Greenpeace  
 Countries ..... Global  
 Industry ..... Non-profit Organization  
 Pub/Rev Date ..... 2004  
 Case Length ..... 14 Pages  
 TN Length ..... N/A

## 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 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 ..... BECG 040  
 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 ..... N/A

[www.icmrindia.org](http://www.icmrindia.org)

### 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, Snow Brand Food Co. due to irreparable damage caused by the unethical practices at Snow. 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 ..... BECG 039  
 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

### 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 ..... BECG 038  
 ECCH ..... 704-037-1  
 Organization(s) ..... Walt Disney Co.  
 Countries ..... USA  
 Industry ..... Media and Entertainment  
 Pub/Rev Date ..... 2004  
 Case Length ..... 10 Pages  
 TN Length ..... 4 Pages

### 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 ..... BECG 037  
 ECCH ..... 704-033-1  
 Organization(s) ..... Boeing  
 Countries ..... USA  
 Industry ..... Aerospace  
 Pub/Rev Date ..... 2004  
 Case Length ..... 10 Pages  
 TN Length ..... 4 Pages

### 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 ..... BECG 036  
 ECCH ..... 704-017-1  
 Organization(s) ..... Procter & Gamble, Unilever  
 Countries ..... USA  
 Industry ..... FMCG  
 Pub/Rev Date ..... 2004  
 Case Length ..... 15 Pages  
 TN Length ..... N/A

### 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 John Reed.

#### Issues

NYSE's working and governance practices.

#### Reference Numbers

ICMR ..... BECG 035  
 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 ..... BECG 034  
 ECCH ..... 704-018-1  
 Organization(s) ..... Alcoa Inc.  
 Countries ..... USA  
 Industry ..... Aluminium  
 Pub/Rev Date ..... 2004  
 Case Length ..... 22 Pages  
 TN Length ..... N/A

### 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 ..... BECG 033  
 ECCH ..... 704-011-1

Organization(s) ..... Canon Inc.  
 Countries ..... Japan  
 Industry ..... Office Automation  
 Pub/Rev Date ..... 2004  
 Case Length ..... 9 Pages  
 TN Length ..... N/A

### 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 foods 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 ..... BECG 032  
 ECCH ..... 704-003-1  
 Organization(s) ..... Nestle  
 Countries ..... Switzerland  
 Industry ..... FMCG  
 Pub/Rev Date ..... 2003  
 Case Length ..... 10 Pages  
 TN Length ..... 4 Pages

### 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 ..... BECG 031  
 ECCH ..... 704-002-1  
 Organization(s) ..... Dr. Reddys Labs  
 Countries ..... India  
 Industry ..... Pharmaceuticals  
 Pub/Rev Date ..... 2003  
 Case Length ..... 9 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 other parts of the world.

#### Issues

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

#### Reference Numbers

ICMR ..... BECG 030  
 ECCH ..... 703-019-1  
 Organization(s) ..... Rio Tinto  
 Countries ..... Indonesia  
 Industry ..... Mining  
 Pub/Rev Date ..... 2003  
 Case Length ..... 15 Pages  
 TN Length ..... N/A

### 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 ..... BECG 029  
 ECCH ..... 301-203-1  
 Organization(s) ..... Hooghly Mills Co. Ltd,  
 Bombay Dyeing, SEBI, FICCI  
 Countries ..... India  
 Industry ..... Financial Services  
 Pub/Rev Date ..... 2001  
 Case Length ..... 6 Pages  
 TN Length ..... 4 Pages

### 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 ..... BECG 028  
 ECCH ..... 702-003-1  
 Organization(s) ..... Gesco Corporation,  
 Renaissance Estates Ltd, HDFC  
 Countries ..... India  
 Industry ..... Financial Services  
 Pub/Rev Date ..... 2002  
 Case Length ..... 8 Pages  
 TN Length ..... 4 Pages

### 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 ..... BECG 027  
 ECCH ..... 403-049-1  
 Organization(s) ..... Arthur Anderson,  
 US DOJ  
 Countries ..... USA  
 Industry ..... Financial Services  
 Pub/Rev Date ..... 2003  
 Case Length ..... 14 Pages  
 TN Length ..... N/A

### 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 ..... BECG 026  
 ECCH ..... 703-017-1  
 Organization(s) ..... Pepsi  
 Countries ..... USA, Burma  
 Industry ..... Food & Beverages

Pub/Rev Date ..... 2003  
 Case Length ..... 12 Pages  
 TN Length ..... N/A

### 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 increasing 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 from an ethical dimension. It discusses ways in which growing obesity could be handled.

#### Issues

Social and corporate obligations of food companies.

#### Reference Numbers

ICMR ..... BECG 025  
 ECCH ..... 703-015-1  
 Organization(s) ..... Kraft Foods  
 Countries ..... USA  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2003  
 Case Length ..... 14 Pages  
 TN Length ..... N/A

### 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 .....            | BECG 024  |
| ECCH .....            | 703-009-1 |
| Organization(s) ..... | Wal-Mart  |
| Countries .....       | USA       |
| Industry .....        | Retail    |
| Pub/Rev Date .....    | 2003      |
| Case Length .....     | 17 Pages  |
| TN Length .....       | N/A       |

### 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.

**Issues**

Commercial exploitation of natural resources.

*Reference Numbers*

|                       |                  |
|-----------------------|------------------|
| ICMR .....            | BECG 023         |
| ECCH .....            | 703-016-1        |
| Organization(s) ..... | Coke, Pepsi      |
| Countries .....       | India            |
| Industry .....        | Food & Beverages |
| Pub/Rev Date .....    | 2003             |
| Case Length .....     | 12 Pages         |
| TN Length .....       | N/A              |

### 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.

**Issues**

Sexual harassment at the workplace and its legal implications.

*Reference Numbers*

|                       |                        |
|-----------------------|------------------------|
| ICMR .....            | BECG 022               |
| ECCH .....            | 703-010-1              |
| Organization(s) ..... | Infosys                |
| Countries .....       | India                  |
| Industry .....        | Information Technology |
| Pub/Rev Date .....    | 2003                   |
| Case Length .....     | 11 Pages               |
| TN Length .....       | 4 Pages                |

### 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 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 .....            | BECG 021  |
| ECCH .....            | 703-007-1 |
| Organization(s) ..... | Kmart     |
| Countries .....       | USA       |
| Industry .....        | Retail    |
| Pub/Rev Date .....    | 2003      |
| Case Length .....     | 13 Pages  |
| TN Length .....       | N/A       |

### 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 .....            | BECG 020   |
| ECCH .....            | 703-006-1  |
| Organization(s) ..... | Martha Stewart, Imclone Systems Inc, Omnimedia Inc |
| Countries .....       | USA  |
| Industry .....        | Publishing, Merchandising, Television              |
| Pub/Rev Date .....    | 2003   |
| Case Length .....     | 12 Pages   |
| TN Length .....       | 5 Pages  |

### 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 its Chinese factories are also examined.

**Issues**

Efforts by MNCs to take care of human rights issues.

*Reference Numbers*

|                       |                           |
|-----------------------|---------------------------|
| ICMR .....            | BECG 019                  |
| ECCH .....            | 703-005-1                 |
| Organization(s) ..... | Reebok, China Labor Watch |
| Countries .....       | China / USA               |
| Industry .....        | Apparel and Footwear      |
| Pub/Rev Date .....    | 2002                      |
| Case Length .....     | 12 Pages                  |
| TN Length .....       | 7 Pages                   |

### Nike's Labor Practices

**Abstract**

The case describes the ill-treatment 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. The company has taken measures to improve the situation.

**Issues**

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

*Reference Numbers*

*ICMR* ..... BECG 018  
*ECCH* ..... 702-021-1  
*Organization(s)* ..... Nike  
*Countries* ..... USA / Vietnam  
*Industry* ..... Apparel and Footwear  
*Pub/Rev Date* ..... 2002  
*Case Length* ..... 11 Pages  
*TN Length* ..... 5 Pages

### 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* ..... BECG 017  
*ECCH* ..... 702-022-1  
*Organization(s)* ..... McDonald's  
*Countries* ..... United States of America  
*Industry* ..... Food  
*Pub/Rev Date* ..... 2002  
*Case Length* ..... 11 Pages  
*TN Length* ..... 4 Pages

### 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 various charges.

**Issues**

Corporate governance; Unethical practices.

*Reference Numbers*

*ICMR* ..... BECG 016  
*ECCH* ..... 202-027-1  
*Organization(s)* Government of India, ITC  
*Countries* ..... India  
*Industry* ..... Food and Tobacco  
*Pub/Rev Date* ..... 2002  
*Case Length* ..... 13 Pages  
*TN Length* ..... 5 Pages

### 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* ..... BECG 015  
*ECCH* ..... 702-019-1  
*Organization(s)* ..... Johnson & Johnson  
*Countries* ..... USA  
*Industry* ..... Drugs and Pharmaceuticals  
*Pub/Rev Date* ..... 2002  
*Case Length* ..... 12 Pages  
*TN Length* ..... 4 Pages

### 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* ..... BECG 014  
*ECCH* ..... 702-020-1  
*Organization(s)* ..... Coca-Cola  
*Countries* ..... USA, Various European Countries  
*Industry* ..... Food & Beverages  
*Pub/Rev Date* ..... 2002  
*Case Length* ..... 11 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 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* ..... BECG 013  
*ECCH* ..... 702-018-1  
*Organization(s)* ..... Fox TV, Parents TV Council  
*Countries* ..... USA  
*Industry* ..... Media, Entertainment and Information  
*Pub/Rev Date* ..... 2002  
*Case Length* ..... 12 Pages  
*TN Length* ..... 8 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* ..... BECG 012  
*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

### The Indian Liquor Industry Prohibition Story

#### Abstract

The case is so structured 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 consequence;

Ethical dilemma of the governments in prohibition

#### Reference Numbers

ICMR ..... BECG 011  
 ECCH ..... 702-009-1  
 Organization(s) .....  
 Countries ..... India  
 Industry ..... Food  
 Pub/Rev Date ..... 2002  
 Case Length ..... 8 Pages  
 TN Length ..... 5 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 ..... BECG 010  
 ECCH ..... 702-008-1  
 Organization(s) ..... T-Series, HMV, Venus, Super Cassettes, IMI  
 Countries ..... India

Industry ..... Media, Entertainment & Information  
 Pub/Rev Date ..... 2002  
 Case Length ..... 7 Pages  
 TN Length ..... 4 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 ..... BECG 009  
 ECCH ..... 702-006-1  
 Organization(s) ... Union Carbide India Ltd  
 Countries ..... India  
 Industry ..... Chemicals  
 Pub/Rev Date ..... 2002  
 Case Length ..... 8 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'.

#### Issues

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

#### Reference Numbers

ICMR ..... BECG 008  
 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 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 ..... BECG 007  
 ECCH ..... 702-002-1  
 Organization(s) ..... Napster.com, Recording Industry Association of America  
 Countries ..... USA  
 Industry ..... Media and Entertainment  
 Pub/Rev Date ..... 2002  
 Case Length ..... 5 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 ..... BECG 006  
 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

### 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.

#### Issues

Product safety; Product liability.

#### Reference Numbers

|                       |  |
|-----------------------|--|
| ICMR .....            | BECG 005   |
| 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  |

### BALCO: The Disinvestment Story

#### Abstract

The case 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 disinvestment 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 disinvestment process.

#### Reference Numbers

|                       |                 |
|-----------------------|-----------------|
| ICMR .....            | BECG 004        |
| ECCH .....            | 202-012-1       |
| Organization(s) ..... | BALCO           |
| Countries .....       | India           |
| Industry .....        | Metals & Mining |
| Pub/Rev Date .....    | 2002            |

|                   |         |
|-------------------|---------|
| Case Length ..... | 9 Pages |
| TN Length .....   | 4 Pages |

### Indian Hotels – Ajit Kerker Controversy

#### Abstract

The case focuses on the rise and fall of Ajit Kerker, the former Chairman and Managing Director of Indian Hotels Co. Ltd. The case briefly discusses the various allegations of FERA violations leveled against Kerker, 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 Kerker's violations.

#### Issues

Rise and fall of Ajit Kerker  
Alleged FERA violations by Kerker; Role of TATA group.

#### Reference Numbers

|                       |                           |
|-----------------------|---------------------------|
| ICMR .....            | BECG 003                  |
| 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                   |

### 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 .....            | BECG 002           |
| ECCH .....            | 301-178-1          |
| Organization(s) ..... | ITC, Philip Morris |
| Countries .....       | India              |
| Industry .....        | Food and Tobacco   |
| Pub/Rev Date .....    | 2001               |

|                   |         |
|-------------------|---------|
| Case Length ..... | 7 Pages |
| TN Length .....   | 5 Pages |

### 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.

#### Issues

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

#### Reference Numbers

|                       |   |
|-----------------------|---|
| ICMR .....            | BECG 001  |
| ECCH .....            | 202-014-1                                       |
| Organization(s) ..... | Enron, Dabhol Power, MSEB, Govt. of Maharashtra |
| Countries .....       | India   |
| Industry .....        | Power   |
| Pub/Rev Date .....    | 2002  |
| Case Length .....     | 10 Pages  |
| TN Length .....       | 5 Pages   |

### Corporate Governance Issues at Refco Inc.

#### Abstract

Refco Inc. was the largest independent futures brokerage firm in the world. The case details the growth of Refco from a small commodities futures trading firm to a company offering brokerage services in futures, securities, and capital markets. It describes the accounting fraud perpetrated by Refco's CEO and the events that followed immediately after the news was made public. It also provides an account of the investigations that were made into the various entities involved in the scandal. The case ends with an analysis of the situation.

#### Issues

Understand the importance of investor/customer trust

Appreciate the importance of business ethics  
Know more about investor protection laws and their limitations.

#### Reference Numbers

|                       |                          |
|-----------------------|--------------------------|
| ICMR .....            | CGOV006                  |
| ECCH .....            | 707-004-1                |
| Organization(s) ..... | Refco Inc.               |
| Countries .....       | United States of America |

*Industry* ..... Banking and Financial Services  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 18 Pages  
*TN Length* ..... 8 Pages

### Corporate Governance at Ahold

#### Abstract

Ahold is a major retailer in the US and Europe. The accounting scandal at Ahold's US Foodservice destabilized the company and sent its share price and market standing for a loss. The scandal prompted the company to order an internal investigation which unearthed other irregularities at its operating companies in the US, Latin America and Europe. However, a new management and a forward-looking strategy have helped it bring it back from the brink of financial ruin. The case discusses the accounting scandal and its aftermath.

#### Issues

The importance of good corporate governance practices in business

The need for a control and reporting system to foster good governance

The importance of strong ethical standards in business.

#### Reference Numbers

*ICMR* ..... CGOV 005  
*ECCH* ..... 106-011-1  
*Organization(s)* ..... Ahold NV  
*Countries* ..... Holand / USA  
*Industry* ..... Retail  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 19 Pages  
*TN Length* ..... N/A

### Governance Problems at Morgan Stanley

#### Abstract

The case discusses the rise and fall of Phil Purcell in Morgan Stanley, one of the largest investment banking companies in the US. It examines how Purcell assumed the role of CEO of the company after the merger of Morgan Stanley with Dean Witter and went on to fill the company's governing board with his loyalists. Purcell was severely criticized for the way he handled people in Morgan Stanley which led to the exodus of talented employees. During his tenure as the CEO, Morgan Stanley got involved in several legal problems. A group of former Morgan Stanley executives started campaigning against Purcell and succeeded in ousting him from the company. After Purcell left, ex-president John Mack came back to Morgan Stanley.

#### Issues

Examine the corporate governance practices at Morgan Stanley under Purcell

Problems faced by Morgan Stanley under Purcell

Reasons for the ouster of Purcell.

#### Reference Numbers

*ICMR* ..... CGOV 004  
*ECCH* ..... 706-008-1  
*Organization(s)* ..... Morgan Stanley  
*Countries* ..... US  
*Industry* ..... Investment Banking  
*Pub/Rev Date* ..... 2005  
*Case Length* ..... 20 Pages  
*TN Length* ..... N/A

### Sinopec Corporation of China

#### Abstract

This case discusses the corporate governance practices of Sinopec Corporation, the largest petrochemical company in China. The case describes in detail Sinopec's corporate structure that centralized decision-making and delegated authority to various management levels. It also explains how the structure promoted corporate fairness, transparency, and accountability. The case also examines other issues in corporate governance including executive compensation plans, shareholders' general meeting and board meeting, and describes their powers, functions and responsibilities.

#### Issues

Corporate governance practices followed by leading companies like Sinopec.

#### Reference Numbers

*ICMR* ..... CGOV 003  
*ECCH* ..... 704-001-1  
*Organization(s)* ..... Sinopec Corporation  
*Countries* ..... China  
*Industry* ..... Petroleum & Chemical  
*Pub/Rev Date* ..... 2003  
*Case Length* ..... 18 Pages  
*TN Length* ..... N/A

### Alacrity Housing: Ethics First

#### Abstract

The case examines Alacrity Housing's history and how it grew to become the first listed corporation in the Indian construction industry. The company started operations as a

consultancy and later entered the housing construction industry. Alacrity behaved in a strictly ethical manner and valued ethical practices over profits.

The Indian construction industry was highly corrupt with bribery for licenses/permissions, cost and time overruns, black money transactions etc., but Alacrity had gained reputation as the most ethical builder in a short time.

#### Issues

Ethical practices leading to business success.

#### Reference Numbers

*ICMR* ..... CGOV 002  
*ECCH* ..... 202-028-1  
*Organization(s)* ..... Alacrity Foundations Private Limited.  
*Countries* ..... India  
*Industry* ..... Housing and Construction  
*Pub/Rev Date* ..... 2002  
*Case Length* ..... 11 Pages  
*TN Length* ..... 4 Pages

### Corporate Governance at Infosys

#### Abstract

The case, 'Corporate Governance at Infosys' talks about the corporate governance practices at Infosys, one of India's largest software companies. Till late 1990s, corporate governance did not have much significance in India. In 1999, two committees (Confederation of Indian Industries and the Kumar Mangalam Birla Committee) were set up to recommend good governance norms. These committees came out with several recommendations, which were made mandatory for the companies to adhere to by 2001. Infosys was one of the first companies in India to comply with the recommendations. The case discusses in detail, the corporate governance practices at Infosys, which complied with most of the recommendations made by the committees.

#### Issues

Corporate governance in an IT company.

#### Reference Numbers

*ICMR* ..... CGOV 001  
*ECCH* ..... 702-001-1  
*Organization(s)* ..... Infosys Technologies Limited.  
*Countries* ..... India  
*Industry* ..... Information Technology  
*Pub/Rev Date* ..... 2001  
*Case Length* ..... 11 Pages  
*TN Length* ..... 4 Pages