

Intel Corporation: European Union Antitrust Case

Abstract

On May 13, 2009, the European Commission (EC) imposed a € 1.06 billion fine on the world's largest semiconductor company, Intel Corporation (Intel), for violating the antitrust policies of the European Union. This was considered to be the highest fine ever charged in the history of EC.

Intel was accused of engaging in anti-competitive business practices for gaining dominance in the microprocessors market by driving out competitors like Advanced Micro Devices (AMD) from the market. One of the major charges against Intel was that it gave conditional rebates to Original Equipment Manufacturers (OEMs) for committing themselves to buying all the x86 microprocessors from Intel.

It also made payments to Media-Saturn Holding, a German retailer, on the condition that its stores sold only Personal Computers (PCs) with Intel's microprocessors. Another important charge against Intel was that it allegedly made payments to PC manufacturers to delay or cancel the launch of other PCs equipped with x86 microprocessors manufactured by Intel's competitors and limiting the distribution channel, thereby controlling the availability of these products in the market.

The EC investigations began after AMD lodged a complaint in 2001. After several years of investigations, EC found Intel guilty and levied a historic fine and gave a ruling that required Intel to stop offering illegal rebates to OEMs and indulging in other anti-competitive business practices intended at driving AMD out of the microprocessors market.

Some analysts felt that the EC ruling would enable AMD to gain access to the market largely dominated by Intel. On the other hand, some analysts felt that the ruling would be an impediment to innovations in the industry and would result in affecting the European economy.

Issues

Study and analyze the antitrust allegations against Intel and the company's response thereof.

Understand the concept of competition and pricing.

Discuss and debate whether Intel was behaving in a monopolistic way.

Understand the importance of knowing rules of competition by companies operating in foreign countries.

Examine the challenges of being a market leader in the wake of EC's ruling on Intel

Discuss the ethical issues related to the case.

Reference Numbers

ICMR	ECON 030
ECCH	209-039-1
Organization(s)	Intel
Countries	USA / Europe
Industry	Information Technology and Related Services
Pub/Rev Date	2009
Case Length	25 Pages
TN Length	5 Pages

Immigration and the US Economy

Abstract

The United States has been called the land of immigrants. In fact, an overwhelming majority of the US population is made up of people who either themselves are immigrants or are descendents of immigrants. The US continues to attract immigrants from all parts of the world. Over the years, with the number of immigrants growing, the US government introduced several acts to regulate immigration. Post-9/11, the US government has tightened immigration regulations. The case discusses the effects of immigration on the demography, economy and society of the US. It also discusses the importance of immigration policy for the US economy. It also attempts to analyze the advantages and disadvantages of immigration for the US.

Issues

The teaching objectives of this case are:

Understand the importance of immigration policy in the US.

Discuss the reasons for immigration in to the US.

Analyze the effects of immigration on the US.

Critically analyze the role of government policies to address the challenges brought about by high levels of immigration.

This case is meant for MBA/PGDBM students and is designed to be a part of their Economics / Business Environment curriculum.

Reference Numbers

ICMR	ECON 029
ECCH	208-050-1
Organization(s)	N/A
Countries	United States of America
Industry	Industry and Economy
Pub/Rev Date	2008
Case Length	26 Pages
TN Length	6 Pages

"Economics is not about things and tangible material objects; it is about men, their meanings and actions."

—Ludwig Von Mises

The Soviet Economy

Abstract

Emerging from the Russian empire, the Soviet Union, a union of several soviet republics, was founded in 1922 and was in existence till December 1991. From 1945 till the year of its dissolution, the Soviet Union was one of the world's two superpowers, exercising a profound influence on the world's economics and politics. The case briefly discusses the economic scenario of the Soviet Union over different periods. It describes some of the policies followed in the different eras and their effects on the Soviet economy. The case ends with an analysis of the reasons that led to the dissolution of the Soviet Union.

Issues

Analyze the economic policies followed at various times by the government of the Soviet Union.

Analyze the reasons for the dissolution of the Soviet Union.

Evaluate the strengths and weaknesses of a planned economy.

Reference Numbers

ICMR	ECON 028
ECCH	208-029-1
Organization(s)	N/A
Countries	Russia
Industry	Industry and Economy
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	4 Pages

The Russian Economy in the Post-Soviet Era

Abstract

Emerging from the dissolution of the Union of Soviet Socialist Republic (USSR) or the Soviet Union, the Russian Federation (Russia) had to contend with huge economic problems. The case discusses the macroeconomic stabilization policies and economic restructuring implemented by Boris Yeltsin, the first President of Russia, to transform its centrally planned economy into one that was more market-based. The case goes on to explain the policy measures introduced subsequently by Vladimir Putin, Russia's second President. The case discusses Russia's economic condition under the two Presidents and the impact of the policies implemented by Yeltsin and Putin on the Russian economy.

The case ends with a discussion on the challenges facing the Russian economy.

Issues

Understand the challenges in transforming a centrally planned economy into a market-based economy.

Analyze the economic policies adopted by Yeltsin and Putin.

Analyze the future challenges facing the Russian economy.

Reference Numbers

ICMR	ECON 027
ECCH	208-027-1
Organization(s)	N/A
Countries	Russia
Industry	Industry and Economy
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	5 Pages

The Nordic Economic Model**Abstract**

The Nordic economic model, characterized by market-based economies and generous welfare systems, seemed to be working well, with the countries in the region figuring at the top of various lists that ranked countries on the basis of human development, per capita income, economic freedom, etc. The case discusses the history of the Nordic economies over the years. It then explains the main features of the Nordic economic model and goes on to examine some of the reasons behind the global competitiveness of the Nordic economies. The case also recounts some challenges that these countries face as well as the criticisms of the welfare model adopted by these countries. The case ends with a brief discussion on the outlook for these countries.

Issues

Understand the evolution of Nordic economies.

Analyze the reasons behind the competitiveness of the Nordic economies.

Evaluate the sustainability of the welfare policies adopted by Nordic economies.

Analyze the future of the Nordic region in the light of challenges such as aging populations, globalization, etc.

Reference Numbers

ICMR	ECON 026
ECCH	208-014-1
Organization(s)	N/A
Countries	Iceland / Denmark / Finland / Sweden / Norway
Industry	Industry and Economy
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	4 Pages

The Indian Rupee-US Dollar Exchange Rate: The Economic Impact of a Strengthening Currency**Abstract**

In 2007, India experienced rapid appreciation of its currency against the US dollar. The reasons for the appreciation of the rupee were a generally weak dollar in international currency markets and sharp increase in dollar inflows into the country, partly due to India's increasing attractiveness to foreign investors. Although India had been seeing a steady rise in dollar inflows into the country for quite some time, on earlier occasions, the Reserve Bank of India (RBI) had intervened in the foreign currency market and purchased excess dollars so as to prevent any appreciation in the value of the rupee. Now, the RBI decided not to intervene, mainly to control inflation which was around 6 percent in early 2007. The case discusses the reasons for the appreciation of the rupee and its possible impact on the Indian economy. It also discusses the measures taken by the RBI and the government to control rupee appreciation and to try offset the negative impacts of a strong currency on the economy. The case ends with some views on the future movement of the rupee.

Issues

Understand the importance of exchange rate management.

Examine the reasons for the rapid appreciation of rupee in 2006-07.

Analyze the impact of rupee appreciation on the economy.

Critically analyze the role of the central bank in the foreign exchange market.

Assess the possible future movement of the rupee vis-à-vis the US dollar.

Reference Numbers

ICMR	ECON 025
ECCH	208-001-1
Organization(s)	N/A
Countries	India
Industry	Industry and Economy
Pub/Rev Date	2008
Case Length	21 Pages
TN Length	7 Pages

Macau: The Future Entertainment Capital of the World?**Abstract**

Macau's economy has been dependent on the gaming industry since the 18th century, when it was under Portuguese control. Macau became a Special administrative Region

(SAR) of the People's Republic of China (PRC) on December 20, 1999. With the Chinese government implementing the "one country, two systems" policy, Macau continued to have an open economy with a legal gaming industry. The case discusses the state of Macanese economy after the handover. It gives details of the SAR government's initiatives to transform the island into an international tourism and gaming center, including the opening up of the gaming industry. The favorable policy changes attracted several foreign casino operators, who announced plans to build resorts, hotels, exhibition and conference amenities, showrooms, shopping malls, spas, restaurants, and entertainment facilities, besides casinos, in Macau. The expansion of the gaming industry was expected to bring huge opportunities as well as challenges for Macau. The case deals with some of these issues, and ends with a discussion on the future prospects for the economy of Macau.

Issues

Learn about Macau's gaming industry and its role in the economy

Critically analyze the various initiatives taken by the Macau government to transform Macau into an international gaming and tourist destination

Analyze the impact of promoting gambling on society and other industries in Macau

Evaluate the future prospects of Macau's economy

Reference Numbers

ICMR	ECON 024
ECCH	207-045-1
Organization(s)	N/A
Countries	Macau SAR / China
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	4 Pages

The Economic Consequences of Population Aging**Abstract**

Population aging is an unintended outcome of human development and with more countries showing economic progress, the phenomenon is expected to become more widespread. The case discusses the impact of aging populations on the economies of some developed countries. It examines the reasons for the phenomenon of aging populations and describes some of the measures that can be taken to counter its effects. The case also discusses some of the initiatives taken by governments to increase birth rates, and expand the workforce, and ends with a

discussion on the future challenges facing countries with aging populations.

Issues

The case has the following objectives

Understand the phenomenon of an aging population.

Learn more about the reasons for an aging population.

Analyze the possible economic effects of aging populations.

Evaluate policy measures to tackle the economic consequences of population aging.

This case is meant for MBA/PGDBM students and is designed to be a part of their Economics or Business Environment curriculum.

Reference Numbers

ICMR	ECON 023
ECCH	207-047-1
Organization(s)	N/A
Countries	Worldwide
Industry	Industry and Economy
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	4 Pages

The Softwood Lumber Dispute Between Canada and The United States

Abstract

The US and Canada have been engaged in a softwood lumber trade dispute for several decades. While US lumber producers were of the opinion that softwood lumber from Canada should be considered subsidized goods and therefore a danger to the US lumber industry, Canadian lumber producers regarded US measures to contain imports as protectionist. Both countries pursued the matter through legal channels: the WTO, the NAFTA and the US courts. The two countries also entered into agreements and passed legislation in an effort to resolve the dispute amicably. In spite of these efforts, the lumber dispute remained unresolved. As of mid-2007, the two North American countries continued to be engaged in a battle over lumber. The case looks at some of the aspects of the softwood lumber dispute between the US and Canada and analyzes the impact of this dispute on the trade relationship between the two countries. It ends with a look at the latest Softwood Lumber Agreement entered into by the two countries.

Issues

Understand the softwood lumber dispute between the US and Canada

Learn about the trade practices of these two countries with respect to softwood lumber

and to examine issues regarding subsidies, countervailing and antidumping duties, and quantitative restrictions to counter the alleged subsidies

Analyze the impact of the lumber dispute on the softwood lumber industry in Canada and the US

Understand the legislative action taken to resolve the dispute

Reference Numbers

ICMR	ECON 022
ECCH	207-048-1
Organization(s)	N/A
Countries	United States of America / Canada
Industry	Industry and Economy
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	3 Pages

Should Energy be Subsidized?

Abstract

The increase in international energy prices and the environmental damage caused by excessive energy use have brought the issue of energy subsidies into focus in recent years. While some economists and policy makers were in favor of subsidies to the energy sector, others were against them, considering the burden that they imposed on government finances and the environmental impact of indiscriminate energy use. The case discusses some of the different aspects of energy subsidies and the impact, both positive and negative, of withdrawing energy subsidies. The case ends with a discussion on recent studies on energy subsidies.

Issues

Learn about energy subsidies and the forms that they assume

Understand the impact of energy subsidies on the economy and on the environment

Analyze the rationale behind extending subsidies to the renewable energy sector

Analyze the impact of withdrawing subsidies to the non-renewable energy sector

Reference Numbers

ICMR	ECON 021
ECCH	207-037-1
Organization(s)	N/A
Countries	Worldwide
Industry	Energy and Natural Resources
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	3 Pages

The Indian Economy: Dealing with Inflation

Abstract

The case provides insights into the inflationary situation witnessed in 2006-07 in India. It examines the reasons behind the phenomenon of inflation and describes the various measures taken by the Indian government and the nation's central bank to control it. It also discusses some of the criticisms against the steps taken by the Indian government.

Issues

Understand the concept of inflation and its causes.

Critically analyze the various initiatives taken by the Indian government and the RBI to address inflation.

Analyze the significance of Government and Central Bank in controlling inflation and the possible effect of their initiatives on the economy.

Reference Numbers

ICMR	ECON 020
ECCH	207-035-1
Organization(s)	N/A
Countries	India
Industry	Industry and Economy
Pub/Rev Date	2007
Case Length	12 Pages
TN Length	3 Pages

The US-China Exchange Rate Stand-Off

Abstract

The Yuan-Dollar exchange rate has been a sore point in US-China trade relations in the early to mid-2000s, with the US government asserting that the Yuan is undervalued and that this provides an unfair advantage in trade to China. The issue has been discussed in numerous economic, foreign relations, and international trade studies. While some analysts criticize China for not letting the Yuan appreciate against the US Dollar, others consider the low US savings rate to be the root cause of the US trade deficit with China. The case discusses the issue and attempts to analyze the impact of China's currency policy on the economies of both countries.

Issues

Understand the dynamics of the exchange rate mechanism

Understand the factors that can lead to distortions in trade between two countries

Critically analyze China's exchange rate policy

Analyze the factors behind the US trade deficit with China

Reference Numbers

ICMR ECON 019
 ECCH 207-036-1
 Organization(s) N/A
 Countries United States of America / China
 Industry Industry and Economy
 Pub/Rev Date 2007
 Case Length 18 Pages
 TN Length 4 Pages

The South African Economy: Coping with the Legacy of Apartheid

Abstract

The South African economy is characterized by extreme income disparity along racial lines. Many blacks are unemployed and poor, while most whites are better off. This uneven distribution of wealth is the direct result of the apartheid system that was followed by the government between 1948 and 1994. The case chronicles the state of the South African economy from the 1950s, when many apartheid laws were passed, till the mid-2000s, when the economy was showing good growth. It discusses some of the policy initiatives taken by the ANC government after coming to power in 1994 and the implications of these policies for the South African economy. It also discusses the criticisms against the government's policies. The case ends with a discussion on the future prospects of the South African economy.

Issues

Learn more about the apartheid system that was practiced in South Africa and the effects of the system on the country's economy

Learn more about the problem of economic disparity between population groups in South Africa

Understand the significance of governmental policy initiatives and their effect on an economy

Critically analyze the various policy initiatives taken by the South African government to address the economic disparities

Evaluate the future prospects of the South African economy

Reference Numbers

ICMR ECON 018
 ECCH 207-015-1
 Organization(s) N/A
 Countries South Africa
 Industry Industry and Economy
 Pub/Rev Date 2007

Case Length 19 Pages
 TN Length 3 Pages

The European Union and Immigration from New Member Countries

Abstract

The case focuses on the issue of Immigration from the new member states who joined the EU in 2004 into the older member states of the EU. The case further discusses the different approaches adopted by the older member states of the EU to deal with the expected flood of job seekers from the newly independent states from Central and Eastern Europe, which joined the EU after the disintegration of the Soviet Union. The case then compares the impact of immigration on the three EU member states that chose to allow immigrants in, with the countries which followed a more restrictive approach.

Issues

Understand why people migrate from one place to another

Gain insights into the origin; Understand the economic and cultural imperatives that encouraged people from the new member states of the EU to emigrate

Understand the reasons why some of the older EU countries were reluctant to allow in migrants, while a few others were more welcoming

Recognize the interplay between an ageing workforce and population, declining fertility rates, unfilled gaps in the EU's labor market, economic stagnation as well as the role of domestic electoral politics in the development of attitudes and policies towards immigration.

Reference Numbers

ICMR ECON 017
 ECCH 206-039-1
 Organization(s) N/A
 Countries Europe
 Industry Industry and Economy
 Pub/Rev Date 2006
 Case Length 20 Pages
 TN Length N/A

Privatization of Delhi & Mumbai Airports: A Bumpy Take Off

Abstract

The case explains the need for modernization and upgradation of the Delhi and Mumbai airports. It outlines the sequence of events leading to the initiation of the modernization process, policy changes, details of the bidding process, the views of various concerned

parties on the bidding process, and the finer points of the court case. The case also highlights the views of Left parties and the employees of Airport Authority of India.

Issues

Understand the need for privatization of the Mumbai and Delhi airports

Understand the process of privatization the Mumbai and Delhi airports

Understand the extent of transparency, or the lack of it, in the airport privatization process.

Reference Numbers

ICMR ECON 016
 ECCH 206-025-1
 Organization(s) Airport Authority of India, Ministry of Civil Aviation
 Countries India
 Industry Civil Aviation
 Pub/Rev Date 2006
 Case Length 21 Pages
 TN Length N/A

Ranbaxy's Patent Litigations in the United States

Abstract

The case focuses on Ranbaxy Laboratories Limited's patent litigations in the US. It elaborates on the factors that led to the company's global expansion, focusing specifically on the US market. The case discusses in detail Ranbaxy's approach to the US market and also discusses its initial successes. It also looks at the US pharmaceutical industry and the patent system in the US in detail. The case discusses the problems faced by the generics players in the US in the extremely competitive generics market and the effect of increasing patent litigation costs involved in challenging patent holders.

Issues

Growth strategy of a pharmaceutical company in the international market

Benefits and downside of adopting of an inorganic growth strategy in an international market

How patent litigations can be the strategy of choice of generics players for revenue growth
 Impact of patent litigations on generics players as well as on patent holding companies.

Reference Numbers

ICMR ECON 015
 ECCH 206-022-1
 Organization(s) Ranbaxy Laboratories Limited
 Countries USA
 Industry Pharmaceutical

Pub/Rev Date 2006
Case Length 14 Pages
TN Length N/A

The Bangalore Brand

Abstract

The case explains the competitive advantage of Bangalore that has helped it earn the name, the "Silicon Valley of India." It describes the factors that made Bangalore one of the favorite destinations for IT&ITES companies in India and abroad. However, Bangalore has recently been facing stiff competition from other cities so far as investment from domestic and foreign companies is concerned. The case looks into the infrastructural problems Bangalore is facing and the growth of alternative destinations such as Hyderabad and Chennai.

Issues

Competitive advantage of a place, impact of political decisions on business and the relation between business and politics.

Reference Numbers

ICMR *ECON 014*
ECCH 204-193-1
Organization(s)
Countries *India*
Industry
Pub/Rev Date 2004
Case Length 12 Pages
TN Length 6 Pages

The Chaebols of South Korea

Abstract

Chaebols were large South Korean private business groups that consisted of several smaller members or units; they maintained close connections with the government.

The Chaebols continued to grow and gain considerable power until the mid 1990s, when the Asian financial crisis struck. The crisis exposed the weaknesses in South Korea's economy and the mismanagement within the Chaebols. South Korea approached the IMF in 1998 for a relief package.

The IMF offered to bail out South Korea's economy, but imposed several conditions. One major condition was that the Chaebols would restructure and reorganize themselves and would employ professional managers to manage their various businesses. Under the leadership of President Kim Dae Jung, South Korea took up the reforms and within a short span of two years recovered from the crisis.

Issues

The development of Chaebols in South Korea; The differences in the management

of Chaebols from that of professionally managed companies

The impact of global changes on a country's economy and on its business environment in particular

The recovery of Chaebols and South Korea from the economic slowdown.

Reference Numbers

ICMR *ECON 013*
ECCH 204-194-1
Organization(s)
Countries *South Korea*
Industry
Pub/Rev Date 2004
Case Length 12 Pages
TN Length 6 Pages

The Rise and Fall of the 'Keiretsus' in Japan

Abstract

The case is about Keiretsu, a unique Japanese management and holding structure that was established after the World War II. The case examines what a Keiretsu is, how this unique structure emerged, the advantages that this structure provided to the Japanese companies and the contribution of Keiretsu to the growth of the Japanese economy. The case also explains the drawbacks of the Keiretsu system and the reasons for its decline in the 1990s.

Issues

What Keiretsus are and how they operated in Japan.

Reference Numbers

ICMR *ECON 012*
ECCH 204-140-1
Organization(s)
Countries *Japan*
Industry *Microfinance*
Pub/Rev Date 2004
Case Length 13 Pages
TN Length N/A

Development of Women and Children in Rural Areas (DWCRA): A Microfinance Success Story in Andhra Pradesh (India)

Abstract

In the early 1980s, the Government of India launched the Development of Women and Children in Rural Areas (DWCRA) program under the Integrated Rural Development Program. Though the DWCRA program was not very successful in the rest of the country,

it was successful in Andhra Pradesh. The case gives an overview of the DWCRA program in Andhra Pradesh, and its impact on the lives of rural women there. It also discusses the role played by the government in the success of the DWCRA program in the state and explores the role of the corporates in rural development programs.

Issues

Understand the importance of microfinance as an instrument for poverty alleviation in rural areas.

Reference Numbers

ICMR *ECON 011*
ECCH 204-044-1
Organization(s) *Development of Women and Children in Rural Areas (DWCRA)*
Countries *India*
Industry *Microfinance*
Pub/Rev Date 2004
Case Length 12 Pages
TN Length 4 Pages

The Russian Oil Giant Yukos: When Business & Politics Collide

Abstract

The case examines the crisis at Yukos, Russia's leading oil company, on account of a feud between its former CEO, Mikhail Khodorkovsky (Khodorkovsky), and the Russian government. It gives a brief outline of Russia's history, oil industry, and its economic and political scenario (during the 1990s). It discusses the emergence of oligarchs and their relations with the government. The case then examines the formation of Yukos, its growth under Khodorkovsky's leadership during the early 21st century. Finally, the case examines the future prospects of Yukos in the light of the above crisis. A country report on Russia and an industry note on the Russian oil industry are available to facilitate better understanding of the Yukos story.

Issues

Politics and business.

Reference Numbers

ICMR *ECON 007*
ECCH 204-070-1
Organization(s) *Yukos*
Countries *Russia*
Industry *Oil*
Pub/Rev Date 2004
Case Length 16 Pages
TN Length N/A

The US Steel Industry in 2004: Steel in Need of Protection?

Abstract

Since the late 1960s, the US steel industry has been asking for protection. The US government had, from time to time, announced various protectionist measures. In 2001, President George W Bush announced his Steel Program. It consisted of three parts: negotiations with trading partners to eliminate inefficient excess capacity in the steel industry worldwide; negotiations with trading partners to eliminate the distorting practices including subsidies that resulted in excess capacity; and investigation under Section 201 to determine whether the industry was harmed by low-priced steel imports. After the investigation by the U.S. International Trade Commission (USITC), in March 2002, the President imposed tariff measures under Section 201 to help domestic producers to compete with imported steel.

Issues

The structure of an industry and its effect on the competitiveness of the industry.

Reference Numbers

ICMR	ECON 006
ECCH	204-056-1
Organization(s)	
Countries	USA
Industry	Steel
Pub/Rev Date	2004
Case Length	16 Pages
TN Length	N/A

Indian Railways at the Crossroads

Abstract

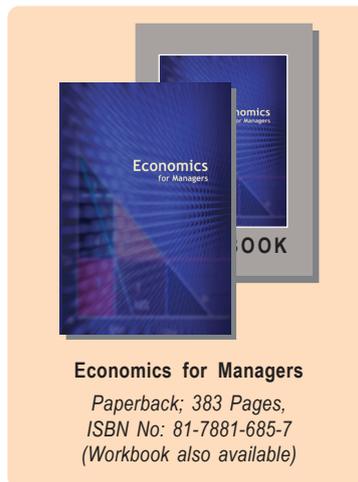
The case discusses the growth and operations of Indian Railways, the largest railway network under a single management, and the largest employer in the world. Although railway networks were initially developed by private companies, after 1920 they were all taken over by the central government, which created a department of railways. Even after Indian independence in 1947, railways continued as a central government department. The case outlines some of the problems faced by IR in the late-1900s and the difficulties the department faced in overcoming them. Several experts suggested ways in which IR may be restructured. These suggestions are also discussed in detail.

Issues

Conflict between social and economic objectives.

Reference Numbers

ICMR	ECON 005
ECCH	204-055-1
Organization(s)	Indian Railways
Countries	India
Industry	
Pub/Rev Date	2004
Case Length	14 Pages
TN Length	5 Pages



Fiscal Policy in India and Canada

Abstract

Fiscal policy can be defined as a government's plan for expenditure, revenues and borrowing to finance fiscal deficits if any. The caselets discuss the fiscal policy measures undertaken by the governments of India and Canada over the years.

Caselet 1 discusses why fiscal deficit has been steadily increasing in India and what the government can do to improve its fiscal position. Caselet 2 explains how the Indian government can increase revenues from taxes. Caselet 3 is concerned with the country's external debt position and foreign exchange reserves. It examines whether the foreign exchange reserves should be used to retire external debt. Caselet 4 discusses whether it was right for Canada to go for heavy public debt and the consequences of not being able to contain the same.

Issues

Objectives and constituents of fiscal policy; Public expenditure; taxation.

Reference Numbers

ICMR	ECON 004
ECCH	204-001-1
Organization(s)	
Countries	India, Canada
Industry	
Pub/Rev Date	2004

Case Length	6 Pages
TN Length	4 Pages

Economic Integration

Abstract

Caselet 1 discusses the formation of NAFTA and how it benefited trade between USA, Mexico and Canada. The caselet also examines the negative impact of NAFTA on the Mexican economy. Caselet 2 discusses how the euro would ease trade between the European countries. It also considers whether the euro could replace the dollar as a reserve currency. Caselet 3 discusses the impact of China's entry into the WTO on India.

Issues

Trading Blocks; Regional Trading Agreements; WTO; Single European currency.

Reference Numbers

ICMR	ECON 003
ECCH	204-004-1
Organization(s)	
Countries	Mexico, USA, Canada, India
Industry	
Pub/Rev Date	2004
Case Length	5 Pages
TN Length	4 Pages

Economic Crisis in India, Southeast Asia & Argentina

Abstract

The caselets discuss the economic crisis in India in the early 1990s, in Southeast Asia in the late 1990s and in Argentina in the early 2000s. Caselet 1 discusses the economic crisis in India in the early 1990s, and the steps taken by the government to overcome the crisis. Caselet 2 examines the reasons for the financial crisis in Southeast Asia. Caselet 3 examines the Argentinean crisis in the early 2000s.

Issues

Monetary policy, Fiscal policy and their impact on the economy.

Reference Numbers

ICMR	ECON 002
ECCH	204-002-1
Organization(s)	
Countries	India, Argentina & Southeast Asian Countries
Industry	
Pub/Rev Date	2004
Case Length	5 Pages
TN Length	4 Pages

Business Cycles: The US and the Japanese Experiences

Abstract

The two caselets discuss the depression in the US in the 1930s and the recession in Japan in the 1990s. Caselet 1 discusses the reasons for the depression in the US in the 1930s and examines the role of government intervention in reviving the economy. Caselet 2 discusses the recession in Japan in the 1990s. It examines the monetary policy measures taken by the central bank and their impact on the economy.

Issues

Characteristics of business cycle, Techniques for forecasting business cycles.

Reference Numbers

ICMR	ECON 001
ECCH	204-003-1
Organization(s)	
Countries	USA, Japan
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Indian Animation Industry: Moving Up the Value Chain?

Abstract

In the last decade, the Indian animation industry witnessed high growth rates largely due to some inherent strengths and the cost advantage that it offered. The companies were adopting different business models, and experts believed that many of these companies were moving up the value chain. However, they felt that the Indian animation industry had a lot of bottlenecks and that Indian animation companies had some weaknesses as well. In such a scenario, the Indian animation companies had to make the right strategic moves in order to tap the full potential of the market.

Issues

Analyze the Indian animation industry at the backdrop of the global animation industry.

Explore concepts related to value chains and discuss whether the players in the Indian animation industry were moving up the value chain.

Analyze the various types of business models adopted by the Indian animation companies.

Reference Numbers

ICMR	BENV 021
ECCH	209-033-1

Organization(s)	N/A
Countries	India
Industry	Information Technology and Related Services / Animation

Pub/Rev Date	2009
Case Length	13 Pages
TN Length	3 Pages

The Ugg Boot Controversy in Australia

Abstract

This case is about the trademark controversy surrounding Ugg Boots. Ugg Boots or Uggs is a generic term for sheep skin boots that are widely used in Australia for over 200 years. The controversy arose after US-based Deckers Outdoor Corporation (Deckers) issued notices to Australian sheep skin shoe manufacturers to stop using the word 'Ugg' to market their products. Deckers claimed that it acquired the trademark for Uggs from Australian surfer Brian Smith, through the acquisition of Ugg Holdings Inc in 1995. By early 2000s Deckers positioned Uggs as a high-end luxury product and its popularity grew manifold particularly in the US and Europe.

At the same time, several Australian manufacturers started selling Uggs in the US, and Deckers asked Australian manufacturers to stop using the word Ugg or face legal action. The case discusses in detail the events leading to the legal battle between Deckers and Australian manufacturers and concludes with the details of the outcome.

Issues

Study the origin of Ugg Boots.

Understand the controversy related to Ugg trademark.

Evaluate the claims made by Deckers and Australian sheepskin manufacturers.

Analyze the outcome of the controversy and how it would affect the market for sheep skin boots in Australia.

Reference Numbers

ICMR	BENV 020
ECCH	208-100-1
Organization(s)	Deckers Outdoor Corporation
Countries	United States of America / Australia
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	4 Pages

Sovereign Wealth Funds: Love and Loathing in the Financial Markets

Abstract

This case discusses the growth in the number and size of Sovereign Wealth Funds (SWFs) and their increasing influence in the global financial markets in the 2000s. It begins with a brief introduction to the origins of SWFs and their objectives, and then highlights the arguments of their supporters and detractors.

The case also discusses the views of policymakers and analysts on regulating SWFs.

Issues

Understand the origin and evolution of SWFs

Assess the positive and the negative impacts of these funds on the global financial market

Discuss the pros and cons of regulating/restricting their activities

Reference Numbers

ICMR	BENV 019
ECCH	208-101-1
Organization(s)	N/A
Countries	Worldwide
Industry	Banking and Financial Services
Pub/Rev Date	2008
Case Length	16 Pages
TN Length	6 Pages

Multinational Retail Chains & the China Opportunity

Abstract

China's huge population, booming economy, and the growing affluence of the consumers have always attracted the multinational companies (MNCs). In the past, China was like an impregnable barrier for these MNCs. However, with the opening up of the economy and introduction of further reforms in the late 1990s and the 2000s, MNCs, cutting across industries, began seriously considering the China opportunity. After the opening up of the retail industry in 1991 and the introduction of major reforms in the mid-2000s, China has emerged as one of the most attractive retail markets for MNCs. However, like their peers in other industries, MNC retail chains that have entered the market or are planning to enter the market have had to face a number of challenges, some of which are peculiar to the Chinese market. Cracking the market requires capabilities and commitments that go beyond a simple adaptation of business strategy to suit an international market. This write-up can be used as a case study for

class discussion and also double up as a teaching aid for teaching other China-specific case studies, particularly in the retail industry.

Issues

Analyze China's retail market, identify the opportunities and challenges, and explore ways in which multinational retail chains can take advantage of the opportunities while mitigating the risks of operating in the market

Compare and contrast strategies adopted by Carrefour, Tesco and Wal-Mart in China, and understand the challenges these retail chains faced in the country

Understand the issues and challenges faced by global companies operating in emerging markets.

Understand the critical factors for succeeding in emerging markets, particularly in China

Reference Numbers

ICMR	BENV 018
ECCH	208-102-1
Organization(s)	N/A
Countries	China
Industry	Retail
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	3 Pages

Genetically Modified Crops in India: The Bt Brinjal Controversy

Abstract

This case discusses the introduction of Bt brinjal in India in the backdrop of the controversy surrounding genetically modified (GM) crops in India. Monsanto Holdings P Ltd, a US based multinational agricultural biotechnology corporation that promoted GM crops in India through Mahyco-Monsanto Biotech (a 50:50 joint venture between Monsanto and Maharashtra Hybrid Seeds Company) found itself in the center of this debate. India, as a party to the Convention on Biodiversity and having ratified the Cartagena Protocol (CP) is committed to the safe handling of living modified organisms (LMOs) or GMOs. CP provides a broad framework on biosafety especially focusing on transboundary movements of GMOs and also covers seeds that are meant for intentional release into the environment, as well as those GMOs that are intended for food, feed or used in food processing. Bt cotton was the first transgenic crop to be released in India. After its introduction in the year 2002, there has been a lot of controversy surrounding Bt cotton. Its performance, impact on the environment, biodiversity and health of cattle has been widely debated. With the regulatory body for approving GM crops in India, Genetic Engineering Approval Committee (GEAC),

announcing its approval for large scale field trials for Bt brinjal in September 2007, some analysts opined that Bt brinjal would have a significant economic impact on farmers while some raised doubts on its safety and environmental implications.

Issues

Analyze the business environment for GM crops in India.

Study the regulatory environment pertaining to GM crops in India.

Understand the Biosafety protocol and its necessity and relevance to developing countries like India.

Understand biosafety governance in India: its accuracy and lacunae

Discuss the role of activists and researchers in influencing policies

Reference Numbers

ICMR	BENV 017
ECCH	208-072-1
Organization(s)	Monsanto
Countries	USA/ India
Industry	Agriculture
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	3 Pages

The Indian IPO Market in Early 2008

Abstract

The case discusses the state of the IPO market in India in early 2008. It examines the reasons why some of the IPOs were withdrawn during this period, and also deals with some of the criticisms against the IPO process, such as high issue prices and regulatory laxity. The recommendations of the Group on review of the issue process (GRIP) and the Indian Finance Ministry's proposals are also discussed.

Issues

The teaching objectives of this case are:

Understand the IPO market in India.

Examine the role of gray market in the functioning of the primary market in India.

Discuss the reasons for the withdrawals of three IPOs in India in early 2008.

This case is meant for MBA/PGDBM students and is designed to be a part of their Business Environment curriculum.

Reference Numbers

ICMR	BENV 016
ECCH	208-052-1
Organization(s)	N/A
Countries	India

Industry	Banking and Financial Services
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	3 Pages

The US Housing Market and the Subprime Mortgage Crisis (B): Impact on the US Economy

Abstract

In 2006, with rising interest rates and declining house prices, the subprime mortgage borrowers in the US were seriously affected, with several of them failing to make payments on their mortgage loans. Over time, the crisis intensified, with increasing numbers of delinquencies leading to foreclosures, and ending up in repossessions. The secondary mortgage market was also affected by the crisis, and with the contagion spreading beyond sub prime securities, liquidity in the credit market dried up as banks and other financial institutions, fearing counterparty risks, became increasingly reluctant to lend to each other. The case discusses the subprime mortgage crisis in the US and the circumstances that led to the crisis. It analyzes the effects of this crisis on different sectors of the US economy. The case also describes different initiatives taken by the US government and the US Federal Reserve.

Issues

Understand the origins of the US subprime mortgage crisis.

Analyze the effects of the crisis on the US economy.

Evaluate the initiatives of the US government and the US Federal reserve to tackle the crisis.

Analyze the long term impact of the crisis on the world's financial markets and the US economy.

Reference Numbers

ICMR	BENV 015
ECCH	
Organization(s)	N/A
Countries	United States of America
Industry	Banking & Financial Services
Pub/Rev Date	2008
Case Length	28 Pages
TN Length	3 Pages

The US Housing Market and the Subprime Mortgage Crisis (A)

Abstract

From 2006 onwards, real estate markets in different regions in the US experienced declines

in house prices, after a period of double-digit growth rates between 2000 and 2005. These declines in house prices, coupled with rising interest rates seriously affected the borrowers of subprime mortgages, with a large number of them defaulting on their loans. The high rate of defaults in subprime loans was seen as an indicator of the worsening situation in the housing market and the US economy as a whole. The case discusses the growth of the US mortgage market. It describes the boom period of the US mortgage market between 2000 and 2004 and the resultant expansion in subprime lending. It also attempts to describe the reasons behind the US subprime mortgage crisis in 2006-07.

Issues

Learn about the evolution of the US mortgage market.

Understand the reasons for the crisis in the US housing market.

Understand the role of the different players in creating the crisis.

Discuss the benefits to the US economy from the growth in subprime lending, as well as the problems

Reference Numbers

ICMR	BENV 014
ECCH	208-030-1
Organization(s)	N/A
Countries	United States of America
Industry	Banking and Financial Services
Pub/Rev Date	2008
Case Length	21 Pages
TN Length	5 Pages

Troubled Times for The Chinese Toy Industry

Abstract

The history of modern Chinese toy industry dates back to the early 1900s. By the early 1980s, the Chinese toy industry was developed enough to compete in the international market. By 2006, benefiting from economies of scale and cheap labor, the Chinese toy industry had come to dominate the global market for toys, accounting for around 75% of the world's output. However, in 2006-07, the Chinese toy industry faced a series of product recalls, adversely affecting its global image. The case discusses the development of Chinese toy industry over the years. It discusses the problems facing the toy industry in China, with specific emphasis on the issue of recalls in 2007 and the reason behind the recalls. The case examines some of the other challenges that the Chinese toy industry faces such as increasing labor costs, technological inferiority of Chinese toys and

the growing demand for high tech toys, and the Chinese toy manufacturers' lack of brand power. The case ends with a discussion on the actions taken in response to the series of recalls and the possible impact of these recalls on the Chinese toy industry.

Issues

Understand the reasons for the growth of the Chinese toy industry

Analyze the problems facing the Chinese toy industry

Evaluate the impact of recalls on the fortunes of the Chinese toy industry

Analyze the future of the toy industry in China

Reference Numbers

ICMR	BENV 013
ECCH	208-013-1
Organization(s)	N/A
Countries	China
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	4 Pages

Kentucky Fried Chicken: Tackling the Trans Fat Problem

Abstract

The case study looks at the steps undertaken by KFC Corporation, a leading US-based fast food restaurant chain, while dealing with the problem of trans fats in its food items. Trans fats are produced during the hardening of oil, which help increase the shelf-life of baked products and enable cooking oils to have a longer fry-life. However, trans fats have been linked to serious health diseases like coronary heart disease, type 2 diabetes, and obesity. The case also looks at the challenges faced by the company to find a suitable alternative cooking oil that did not contain trans fats. This case study further deals with the increased pressure faced by food service establishments and restaurants from consumer advocacy groups and public health authorities to disclose the amount of trans fats in their food products and switch over to alternative ingredients.

Issues

Understand the issues and constraints faced by fast food companies, restaurants, and food establishments in dealing with the trans fats problem

Role of government regulation and company self-regulation in tackling the trans fat problem

Reference Numbers

ICMR	BENV 012
ECCH	207-044-1
Organization(s)	KFC

Countries	United States of America
Industry	Food and Beverage
Pub/Rev Date	2007
Case Length	12 Pages
TN Length	4 Pages

Germany's 'Green Dot' Waste Management System

Abstract

The 'Green Dot', a waste management system, was developed to reduce packaging waste as well as to increase recycling/reuse rates in Germany. The case discusses the Green Dot system, giving details about the waste collection, sorting and disposal mechanisms, the charges that companies had to pay to become a part of the system, etc. It then gives an account of the initial obstacles faced by the system and the measures taken to surmount them. It also compares the Green Dot system with the system followed in the UK. The case ends with a brief discussion on recent happenings in the German waste industry.

Issues

Understand some of the environmental and social pressures that companies have to deal with today

Discuss the ways in which companies can minimize the quantity of waste that they generate, and what governments can do to encourage this

Understand the waste management system adopted in Germany

Analyze the advantages and disadvantages of the system

Appreciate the advantages of competition and the effects of monopolization

Reference Numbers

ICMR	BENV 011
ECCH	207-046-1
Organization(s)	DSD GmbH
Countries	Germany
Industry	Waste Management Services
Pub/Rev Date	2007
Case Length	21 Pages
TN Length	3 Pages

Pfizer's Intellectual Property Rights Battles in China for Viagra

Abstract

This case is about Pfizer Inc.'s numerous intellectual property rights (IPR) litigations in China related to its blockbuster drug for erectile dysfunction, Viagra. Despite launching Viagra in the Chinese market as early as 2000, Pfizer,

the world's largest pharmaceutical company, could not make much headway with its brand 'Wan Ai Ke' in this market. This was despite the fact that China was the most populous country in the world and that there was a huge market for aphrodisiacs and traditional medicines that enhanced one's sexual performance. 'Wan Ai Ke' had failed to realize its potential largely due to two factors-competition from cheaper generic drugs and fakes, and patent litigations from a group of Chinese generic drugs companies. In 2004, the patent for Viagra was revoked in China which led to an international outcry against the decision. In 2006, the patent was again restored but the matter was still sub judice.

The case discusses the growing sophistication of the Chinese competitors who were taking legal recourse to overturn the validity of domestically issued patents as part of their competitive strategy. Though the foreign research based pharmaceutical companies were not happy with the "lax" IPR regime, the booming Chinese pharmaceutical market provided enough incentive for these companies to stay and fight it out in this emerging market. Experts viewed such litigations as a sign of increasing appreciation of IPRs in China, and a precursor for China's transition toward full compliance with the World Trade Organization agreement.

Issues

Understand the issues and challenges faced by companies in emerging market, especially in markets which are making a transition to a stronger IPR regime in line with TRIPS

Understand the business environment in China from the point of view of a foreign research based pharmaceutical company

Reference Numbers

ICMR	BENV 010
ECCH	207-016-1
Organization(s)	Pfizer
Countries	USA / China
Industry	Pharma and Biotech
Pub/Rev Date	2007
Case Length	22 Pages
TN Length	7 Pages

The Fall of D'Long

Abstract

The case discusses the rise and fall of China based D'Long Group (D'Long). The group was started by Tang brothers in Xinjiang as a small facility to develop and print photographs. D'Long grew by acquiring companies involved in different businesses ranging from tomato paste to automobile parts. Since there were limited options available to obtain finance for its rapidly growing businesses in China, D'Long began acquiring shares in the state-owned enterprises. D'Long then procured bank loans

by using the shares of its listed companies as collateral. The group went on to establish itself in financial services business by establishing NBFs and acquiring stake in City Commercial Banks. D'Long obtained more funds by issuing right shares and providing debt guarantees. Funds obtained from different sources like trust companies and finance companies were used for buying its own shares, in order to increase the share price.

The investigations by China Banking Regulatory Commission in 2003 placed D'Long among high-risk companies, after which banks refused to extend any more loans to it. In April 2004, D'Long announced that it was facing major financial problems due to adverse macro-economic conditions and fall in share prices of its listed companies. This announcement led to further fall in share prices and demand from the banks for higher collateral. D'Long failed to meet its financial and business obligations and failed to repay its depositors, which led to its collapse.

Issues

Examine the reasons for initial success of D'Long

Critically evaluate the factors that led to the collapse of D'Long

Analyze the methods used by private companies to obtain funds for financing business in China

Gain insights in the functioning of banking industry and capital markets in China

Reference Numbers

ICMR	BENV 009
ECCH	207-014-1
Organization(s)	D' Long Group
Countries	China
Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	3 Pages

Singapore: Past Perfect, Future Tense?

Abstract

Singapore is one of the top financial centers of the world. The case traces the growth of the city state from a small shipping port in the early part of the 19th century to an economic hub by the later half of 20th century. It describes in detail the GoS's role in the development of the city state.

It mentions the specific initiatives taken to protect the country from international downturns and business cycles. The case details the more recent efforts of the GoS in making Singapore as the center for high-tech services and industries. The challenges and

possible impediments to the growth of Singapore are discussed in the end.

Issues

Recognize the importance of government in creating a pro-business environment in a country

Appreciate the efforts made by a country, which has serious resource limitations, to sustain growth

Analyze the challenges facing a country

Reference Numbers

ICMR	BENV 008
ECCH	
Organization(s)	N/A
Countries	Singapore
Industry	Industry and Economy
Pub/Rev Date	2006
Case Length	27 Pages
TN Length	3 Pages

Wind Energy Industry in the US and Canada: A Note on the Regulatory Environment

Abstract

This case discusses the various policy initiatives undertaken by the US and Canadian governments to promote the wind energy sector. Regulatory environment creates demand for wind energy by making it mandatory for power generators and suppliers to include wind power as a portion of their power supply. Tax credits incentivize installation of wind energy generation capacity that helps to increase the supply of wind energy. The US and Canada also have significant offshore wind energy generation potential, which can supplement onshore wind power generation. Favorable regulations need to be framed to support offshore wind energy generation.

The case highlights the importance of regulatory environment for the sustainable development of the wind energy industry.

Issues

Understand the importance of wind energy as an eco-friendly and reusable energy source for power generation

Understand the importance of having a favorable regulatory environment for the development of the wind energy industry

Reference Numbers

ICMR	BENV 007
ECCH	206-053-1
Organization(s)	Microsoft
Countries	USA / Canada
Industry	Energy and Natural Resources
Pub/Rev Date	2006

Case Length 8 Pages
TN Length 3 Pages

Bolivia Nationalizes the Oil and Gas Sector

Abstract

This case is about the nationalization of the oil and gas sector in Bolivia in May 2006. Bolivia had the second largest natural gas resources in South America after Venezuela and played a significant role in the regional oil and gas 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 BENV 006
ECCH 206-052-1
Organization(s) N/A
Countries Bolivia
Industry Petroleum and Petrochemicals
Pub/Rev Date 2006
Case Length 20 Pages
TN Length 3 Pages

Microsoft EU Antitrust Case

Abstract

The case primarily deals with the allegations that Microsoft had abused its market leadership status by using its dominant position in the Windows operating system (O/S) to gain market share in the work group server O/S business. In 1998, Sun Microsystems lodged a complaint with the European Commission (EC) that Microsoft was not disclosing the necessary information for facilitating interoperability between PCs using Windows operating system and servers using non-Microsoft operating systems. After investigating for more than five years, EC found Microsoft guilty and levied an historic fine of US\$ 613 million and suggested remedies to the company's products. Microsoft further appealed this ruling in the European Court of First Instance which heard

the case between 24th and 28th of April 2006 and would give its ruling in the first quarter of 2007. The case puts forth some of the arguments of Microsoft and the EC during the hearing and analysts views on this issue.

Issues

Study and analyze the antitrust allegations against Microsoft and the company's response thereof

Understand the importance of knowing rules of competition by companies operating in foreign countries

Examine the challenges of being a market leader and having a monopoly in a particular market.

Reference Numbers

ICMR BENV 005
ECCH 206-041-1
Organization(s) Microsoft Corporation
Countries USA / European
Industry Information Technology and Related Services
Pub/Rev Date 2006
Case Length 16 Pages
TN Length

Labor Market Reforms in France and the Job Law 'CPE': A Lost Opportunity

Abstract

The case examines the new job law 'CPE' and how it could have led to more flexibility in the French labor market. However, protests, strikes and demonstrations in France by millions of students and workers that paralyzed the country led to its repeal. The case highlights the reasons for the failure of the French government in getting the law accepted by its people and its implications thereof. The case also discusses the various employment contracts in France and examines how the changing global business environment has led to difficulties in continuing with the labor-friendly French social model.

Issues

Study the implications of higher wages and employment protection laws on the French labor market

Understand the growth and development of the European social model

Study the conditions that led the French government to take an increasing role in the state economy and regulate the labor market.

Reference Numbers

ICMR BENV 004
ECCH 206-040-1

Organization(s) N/A
Countries France
Industry Labor Market
Pub/Rev Date 2006
Case Length 16 Pages
TN Length

Gazprom – Naftogaz Ukrainy Dispute: Business Or Politics?

Abstract

The case focuses on the dispute between the state controlled companies of the Russian Federation and Ukraine - Gazprom and Naftogaz, respectively. The case discusses in detail the evolution of Gazprom as a company and the growth of its exports to Europe. It then focuses on the disputes it had with Ukraine after the disintegration of the Soviet Union. It elaborates the impact of elections in Ukraine on the subsequent dispute that led to the cut off of gas supplies.

Issues

Recognize the problems of a comparatively smaller nation trying to break free from the influence of its dominant neighbor

Appreciate how a company's exports become vulnerable when its exports are routed through third parties and its efforts to gain control over such transitory routes

Reference Numbers

ICMR BENV 003
ECCH 206-029-1
Organization(s) Gazprom / Naftogaz
Countries Ukraine / Russia
Industry Energy and Natural Resources
Pub/Rev Date 2006
Case Length 15 Pages
TN Length N/A

Mercosur: Changing Course

Abstract

The case elaborates on the factors that led to the creation of Mercosur as a free trade area, especially the long-drawn out efforts for Latin American integration. The case discusses in detail Mercosur's initial successes and also its institutionalization. It then turns the focus on to its transition into a customs union and discusses how its success was hampered by the changes in the international environment. It looks at the problems faced by small economies that are sandwiched between large economic powerhouses and ends with a note on Mercosur's subtle transformation from being an economic bloc to a political solidarity bloc.

Issues

Recognize the efforts made toward Latin American integration

Understand the various stages and aspects of economic integration as well as the benefits and challenges in accomplishing them

Comprehend how the external environment can affect the growth and functioning of a trade bloc

Understand the interplay between national politics and regional integration.

Reference Numbers

ICMR BENV 002

ECCH 206-024-1

Organization(s)

Countries Latin America

Industry Industry and Economy

Pub/Rev Date 2006

Case Length 19 Pages

TN Length N/A

Google's Problems in China**Abstract**

US based Google, the leading Internet search engine company, started providing its services in China in 2000. Though Google soon became the leading search engine in the Chinese market, it started losing its market share in couple of years. In China, the Internet content was heavily censored by the government and users searching on Google's site experienced inordinate delays. By 2005, Chinese search engine company Baidu emerged as the leading internet search company in China. To compete with Baidu, Google decided to launch a Chinese website – www.google.cn – and agreed to censor its content. The case discusses the circumstances under which Google was forced to self censor its content and decided to launch its new site.

Issues

Examine the problems faced by Google in China

Study the legal and business environment in the Chinese online media industry

Evaluate the impact of government regulations on the operations of foreign Internet companies like Google in China.

Reference Numbers

ICMR BENV 001

ECCH 206-030-1

Organization(s) Google

Countries China / USA

Industry Internet and e-Commerce

Pub/Rev Date 2006

Case Length 13 Pages

TN Length N/A

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