

Elephant Pumps: Pump Aid's Business Solution to a Social Problem

Abstract

This case study is about Pump Aid, an organization that developed and installed a low-cost pump called the Elephant Pump to tackle the problem of water scarcity in African countries. Established in 1998, Pump Aid adopted an innovative approach to providing water and sanitation solutions to communities in rural Africa by installing these cost-effective water pumps and toilet systems. The Elephant Pumps were built using local materials and were based on the rope and washer pump technology. As the pump handle was turned, water was drawn up by plastic washers attached to a rope. The pump could lift water from up to 50 meters deep and produced one liter of water every second. The pedal powered mechanism also made pumping water fun as children played on the pumps. The Elephant Pump, initially developed and tested in Zimbabwe, was mainly installed in Malawi and Zimbabwe where the incidence of water-borne diseases was common. According to some analysts, the installation of the community-centered Elephant Pumps improved the socio-economic life of the people in the rural villages in Africa. The pumps contributed to community development and created a positive impact on the livelihood of villagers in terms of gender equality, health, and time-savings. They felt that the pumps were innovative, cost effective, and could be maintained by the rural communities without any outside assistance. However, there were others who were doubtful about their sustainability.

Issues

Understand the issues and challenges faced by organizations in providing a business solution to a social problem.

Analyze the Elephant Pump and the business model adopted by Pump Aid, and discuss and debate whether it was sustainable.

Explore strategies that Pump Aid could adopt in the future to scale up its activities.

Reference Numbers

ICMR	LDEN 072
ECCH	810-033-1
Organization(s)	Pump Aid
Countries	Africa
Industry	Social / Safe Water
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	3 Pages

www.icmrindia.org

Leadership Training and Development at P&G

Abstract

The case examines the measures taken by the US based multinational consumer products company, P&G to nurture leadership at the company. It discusses in length about A G Lafley's, former CEO of P&G, efforts to develop a company-wide leadership development process, encompassing areas like selection, training and individual assessment. The case also presents the Build-from-within policy of the company and its efforts to combat the insularity that was thought to result from the policy. In addition, the case explains the succession planning process at P&G and the Talent Portfolio that contained the list of the up-coming leaders at the company

Issues

Understand the importance of nurturing leadership in maintaining a company's competitive position.

Study the key elements of leadership training and development.

Examine the process of developing a succession plan in a multinational company.

Appreciate the importance of 'promoting from within' the company in fostering loyalty and leadership capability.

Analyze the concept of 'value-based leadership.'

Reference Numbers

ICMR	LDEN 071
ECCH	410-073-1
Organization(s)	P&G Inc.
Countries	US
Industry	FMCG
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	3 Pages

Steve Eills - Promoting 'Food with Integrity'

Abstract

The case examines the business model of the US based fast casual restaurant chain, Chipotle Mexican Grill Inc. (CMG). CMG was founded by Steve Eills (Eills) in 1993. The company, which initially sold burritos, was well known for its 'made to order' food and use of organic ingredients.

In the late 1990s, the company started expanding rapidly throughout the US. In 2001, CMG released a mission statement called "Food with Integrity," which highlighted its commitment to naturally raise meat, organic produce, and dairy products without adding

hormones. Apart from usage of organic ingredients, CMG's restaurant design, marketing strategy and culture of the company played an important role in its success. The case also analyzes the role of Eills leadership in the success of the company.

Issues

Understand the business model of CMG Inc. Analyze the factors behind the success of CMG Inc.

Examine the leadership style of Steve Eills.

Study the criticisms against CMG

Evaluate the future prospects of the company.

Reference Numbers

ICMR	LDEN 070
ECCH	810-020-1
Organization(s)	Chipotle Mexican Grill Inc.
Countries	US
Industry	Fast Foods
Pub/Rev Date	2010
Case Length	22 Pages
TN Length	5 Pages

WaterHealth International: Providing Safe Drinking Water to the Bottom of the Pyramid Consumers

Abstract

This case study is about Irvine, California-based WaterHealth International Inc. (WHI), a social purpose for-profit venture in the safe water sector, focused on serving the traditionally underserved 'Bottom of the Pyramid' (BoP) segment. The company's aim was to ensure increasing returns for the company and its investors while achieving a social impact.

Developing countries face a water crisis with more than 2 billion people lacking access to potable water and often having to rely on contaminated water resources. This has led to children suffering from diminutive growth due to water-borne diseases.

In addition to deaths and economic loss, women and girls, on whom the burden of obtaining water falls, have to trek long distances and spend hours of their time fetching water – time that could be better spent with the family or on economic activities.

Distressed by the suffering caused by water-borne diseases and the associated economic loss, Ashok Gadgil (Gadgil), an Indian born physicist at Lawrence Berkeley National Laboratory, sought to find a solution to the problem. And he came up with the innovative and breakthrough UV Waterworks (UVW) technology. The UVW technology disinfected water from harmful pathogens and microbes

with the help of ultraviolet light. The result was safe and clean drinking water that exceeded the World Health Organization's (WHO) water standards and was sold to BoP consumers. In 1996, Gadgil licensed the UVW technology to WHI, set up by Ghana-born entrepreneur and Johnson & Johnson veteran Tralance Addy (Addy).

As the CEO of WHI, Addy played a crucial role in refining the business model. WHI helped arrange loans for communities to finance the installations of its water systems and the beneficiaries had to pay a nominal user fee to avail of the service.

The company also offered a franchise model to entrepreneurs where they received a return on investment within 12 to 18 months. The proceeds were enough to cover the expense of the UVW system, cost of installations, and maintenance of the equipment. WHI was successful in attracting commercial financing for setting up its water systems.

As of mid-2009, more than 600 WaterHealthCenters (WHCs) had been installed in many countries including India, the Philippines, and Ghana, providing safe water to more than one million people around the world. WHI's aim was to take the UVW technology and its water system to needy communities throughout the world by establishing a global presence. While experts appreciated WHI's efforts to provide potable supply of water to underprivileged communities in developing countries and felt the business model was sustainable, they pointed out that certain aspects of its water systems and business model needed to be changed to make it more relevant to the target segment. Obtaining the capital to help more communities finance these water systems, so as to ultimately achieve significant scale relative to the magnitude of the problem, was another challenge.

Issues

Understand the issues and challenges in starting a social enterprise and managing growth.

Understand and explore ways in which a social entrepreneur can build a sustainable business in developing and emerging markets - especially with respect to serving the BoP population - while addressing some of the most pressing issues confronting the global community.

Study WaterHealth International's business model compare and contrast it with other existing models being employed in the safe water sector, and explore ways in which it can be made more effective and sustainable.

Study the challenges faced by WHI and explore ways in which the venture can be scaled up further.

www.icmrindia.org

Reference Numbers

ICMR	LDEN 069
ECCH	810-018-1
Organization(s)	WaterHealth International Inc.
Countries	India / Africa / Global
Industry	Safe Water
Pub/Rev Date	2010
Case Length	26 Pages
TN Length	12 Pages

KickStart: A Business Model to Tackle Poverty

Abstract

The case discusses the innovative business model adopted by KickStart International, Inc. - an organization started by Martin Fisher and Nick Moon, two social entrepreneurs -- to promote development in some African countries. It describes the rationale for setting up KickStart, the basic tenets of its model, and the various devices developed by the organization, including the successful MoneyMaker series of irrigation pumps. The case also provides an overview of KickStart's operations and the contribution of its devices to development in the countries in which it operated. The case ends with a discussion on the challenges faced by the organization and its future outlook.

Issues

Social Entrepreneurship and the use of a market-based model to tackle the problem of poverty.

Comparison of market-driven approach with conventional aid-driven approaches to development.

Marketing and promoting new products in poor countries.

Reference Numbers

ICMR	LDEN 068
ECCH	810-019-1
Organization(s)	KickStart International, Inc.
Countries	Kenya
Industry	Social Entrepreneurship
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	10 Pages

Fabio Rosa - Bridging the Electricity Divide in Brazil

Abstract

In February 2008, Fabio Rosa (Rosa), a social entrepreneur based in Brazil, was awarded The Leapfrog Fund Award sponsored by The Schwab Foundation for

Social Entrepreneurship and the Lemelson Foundation. The award recognized Rosa's efforts at providing rural families living in Brazil with access to electricity.

About 25 million people lacked access to electricity in Brazil, most of them residing in rural areas as of late 2006. The adverse impact of lack of electricity resulted in high costs of cultivation, lower farm yields, high expenditure on non-renewable and hazardous energy sources, and poor living conditions. Rosa founded a private organisation, Sistemas de Tecnologia Adequada Agroeletrio (STA) in 1992 and worked towards his mission of rural electrification. He decided to use solar energy to provide electricity to rural families through STA.

Rosa combined solar energy powered electrical fences with managed grazing technique that improved yields of cattle farmers. He formed a non-profit organization, Instituto Para O Desenvolvimento De Energias Alternativas E Da Auto Sustentabilidade (IDEAAS), in 1997, for extending the benefits of solar energy to low-income families.

Rosa started two projects - the sun shines for all (TSSFA) and Quiron. TSSFA catered to those families which could afford solar energy at market rates and Quiron catered to low-income families that could not afford solar energy at market rates.

Rosa developed solar home systems, a product that was leased at affordable rents to several rural families. Through Quiron, he developed self-sustainable business models that were to be adopted by low-income families to improve their income levels so that they could afford solar energy at market rates.

Rosa faced challenge of scaling up his business to cover the whole of Brazil and expand to other developing countries. Brazil government's efforts to extend electricity grid to rural areas also posed a threat to Rosa's business model as his customers might discontinue using his products once they were provided with access to grid. Consistent cash flows for minimum of four years were required for his projects to breakeven.

Issues

Understand the challenges faced by social entrepreneurs and how to overcome them.

Appreciate the importance of extensive market research while developing a business plan.

Study the importance of business model innovation for developing products and services for the bottom of the pyramid market.

Understand the importance of communication for expanding the customer base.

Appreciate the significance of developing sustainable businesses for a social entrepreneur.

Examine the importance of inclusive growth for the economy.

Reference Numbers

ICMR	LDEN 067
ECCH	810-013-1
Organization(s) . <i>Sistemas de Tecnologia Adequada Agroeletró, Instituto Para O Desenvolvimento De Energias Alternativas E Da Auto Sustentabilidade</i>	
Countries	Brazil
Industry	Power
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	10 Pages

The 'Fred Factor': The Saga of a Turnaround Specialist

Abstract

This case is about Fred Hassan (Hassan) who is widely known as the turnaround expert in the pharmaceutical industry. Hassan in his career spanning over 25 years had restructured some major pharmaceutical companies and earned reputation as a prolific dealmaker. He occupied top executive ranks in some big drug companies and built a reputation for being in tune with the front lines. His strategy was to reach out to sales people as he considered sales to be the key in gaining control of the top line. The case describes how Hassan had revived and restructured some weak pharmaceutical companies such as Pharmacia & Upjohn and Schering-Plough and brought them back to profitability. One of the first turnarounds of Hassan was reviving Pharmacia & Upjohn. As part of his restructuring strategy for Pharmacia & Upjohn, Hassan reorganized the company's operations, moved the company's headquarters, installed a new management team, and generated several promising new drugs. In 2003, Hassan took over the responsibility of reviving the struggling Schering-Plough. The case discusses how Hassan tried to salvage the ailing company by employing a methodical, eye-on-the-long-term approach with primary focus being on sales force. The case also discusses the merger between Schering-Plough and Merck which was orchestrated by Hassan. He initiated the merger with an aim to create a dynamic new force in the pharmaceutical industry by harnessing the strengths of both the companies. The case concludes by discussing the future plans of Hassan wherein he planned to look for new avenues but not retire.

Issues

Study the leadership qualities and management skills of Fred Hassan.

Evaluate the strategies adopted by Hassan in turning around Pharmacia & Upjohn.

Understand how Hassan steered SP through turbulent times and orchestrated its merger with Merck.

Understand the issues and challenges in turning around a company.

Reference Numbers

ICMR	LDEN 066
ECCH	310-009-1
Organization(s)	N/A
Countries	US; Global
Industry	Pharmaceuticals
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	4 Pages

Parquesoft - A Unique Social Entrepreneurship Initiative

Abstract

Colombia based ParqueSoft is a social entrepreneurship initiative by Orlando Rincón Bonilla (Orlando). ParqueSoft is a network of science and technology parks. It acts as incubators for young entrepreneurs from marginalized communities of Colombia. ParqueSoft's incubation business model is unique as it required an entrepreneur to have an innovative product or solution to be eligible for availing its services. Entrepreneurs are provided with basic infrastructure and seed capital to start their organization within ParqueSoft. An informal work environment was maintained and organizations within ParqueSoft interacted with each other to solve their problems. Organizations are provided with services like marketing, legal, finance management, market research etc. which are non-core activities for a technology company. All the products developed in the company are branded as ParqueSoft's products to cut costs of branding individual organizations. The company operated on a 'pay-it-forward' model where the major part of profits earned by the organizations in ParqueSoft is used to support new entrepreneurs and incubate more companies.

Issues

Get insights on a low cost model of incubating companies.

Study an innovative social entrepreneurship initiative.

Appreciate the importance of a sustainable business model for social entrepreneurs.

Examine the benefits of collaborative approach in IT ventures.

Reference Numbers

ICMR	LDEN 065
ECCH	809-053-1
Organization(s)	ParqueSoft
Countries	Colombia
Industry	IT
Pub/Rev Date	2009

Case Length 13 Pages

TN Length 5 Pages

Fostering Innovation in the Public Sector: Vivek Kundra@US Government

Abstract

This case is about Vivek Kundra (Kundra) who was appointed as the first ever Federal CIO of the US in March 2009. Before this assignment, Kundra had had a less than two-year reign as the CTO at District of Columbia (DC), but during this time, he had ushered in a new era of experimentation by democratizing data and providing an open, participatory government wherein citizens could access government data and hold the government accountable for its operations. The case discusses how Kundra overcame certain challenges and fostered innovation in the DC government. He incorporated technology in all of the government's operations in order to develop a user friendly e-government infrastructure and to provide public safety and educational and economic growth opportunities for the citizens, businesses, and visitors in the district. He democratized the government data to make the operations of the government transparent to the public. He introduced several information technology (IT) initiatives in the district so that citizens could access government services easily. In doing so he made good use of emerging media such as social media and other consumer technologies. Costs and time frames for introducing services were drastically reduced through the use of open source technology and user-generated applications. For instance, in 2008, under Kundra's leadership, a contest called "Apps for Democracy" was introduced wherein software developers used the open data technology to create useful applications for the citizens of the district. He also put in place a stock market-like model for evaluating IT projects that attracted the attention of analysts. Kundra's initiatives received recognition from several quarters - both he and his office won a number of prestigious awards. While his detractors felt that democratizing data would contravene data security, lead to misuse of information, and contribute to the 'digital divide', others felt that Kundra had negotiated the challenges of fostering innovation in a government organization quite well and had demonstrated good leadership in the process. The crowing glory for him came with his appointment to the newly-created position of Federal CIO in early 2009. Kundra planned to bring in a similar change at the national level by making the operations of the government more transparent and interoperable, while also safeguarding it from cyber threats. However, experts felt that Kundra would have to overcome many challenges in fostering

innovation and change in his new role. They felt that despite his success at the DC government, implementing similar strategies at the national level would be a daunting task, involving as it did a huge IT budget spread across several agencies and departments. And doing so at a time when the country was facing some tough challenges due to wars and the economic crisis would make it all the more difficult.

Issues

Understand the issues and constraints faced by a public sector organization/governmental organization in fostering innovation.

Understand the issues and constraints in planning and harnessing the power of information technology (IT) in providing better governance.

Understand the issues and challenges faced by the government in democratizing data and incorporating technology into its operations.

Understand the strategic role of the CIO and how the role and challenges change for a CIO in the public sector.

Study how Vivek Kundra (Kundra) unleashed the innovation potential of IT and fostered innovation in the District of Columbia (DC) government.

Understand the challenges faced by Kundra in his new role as the first ever Federal CIO of the US government and explore ways in which he could overcome these challenges.

Reference Numbers

ICMR	L DEN 064
ECCH	309-317-1
Organization(s) .	US government; District of Columbia government
Countries	USA
Industry	Public Sector
Pub/Rev Date	2009
Case Length	22 Pages
TN Length	12 Pages

MS Oberoi and His Legacy

Abstract

This case is about Mohan Singh Oberoi (Oberoi), the founder of the Oberoi chain of hotels who is considered to be the father of the hospitality industry in India. The case presents the rags-to-riches story of Oberoi, the entrepreneur. Oberoi was born in the late 19th century in a small village (now in Pakistan). From humble beginnings, Oberoi went on to build a hotel empire spread across many countries. The case discusses the rise of Oberoi and how vision, business acumen, leadership and management style played a role in his success. He steadily and strategically expanded his business and by the time he died in the year 2002, at age 103,

his empire included not only a number of luxury hotels but also a travel company, airline catering and a business management school. Experts felt that he had left behind a legacy that his son, PRS Oberoi, and the third generation Oberois were trying to take forward.

Issues

Understand various issues and concepts in entrepreneurship.

Study how Oberoi build a hotel empire (a luxury brand) in the highly demanding hospitality industry.

Study Oberoi's efforts to institutionalize service quality and how he established the quality segment of hospitality which did not exist in India.

Study the personal characteristics and traits of Oberoi that contributed to his success.

Study the leadership and management style of Oberoi.

Understand issues and challenges in succession planning to prepare the next generation in a family business.

Explore strategies that the second and third generation Oberois could adopt to take forward the legacy of Oberoi.

Reference Numbers

ICMR	L DEN 063
ECCH	809-048-1
Organization(s)	Oberoi Group
Countries	India
Industry	Hotels and Hospitality
Pub/Rev Date	2009
Case Length	21 Pages
TN Length	5 Pages

Bigmouthmedia and Steve Leach: Managing Growth and Continuity

Abstract

This case study is about new media entrepreneur Steve Leach (Leach) who won the 'Entrepreneur of the Year Award' at the European Business Awards in 2008. The case study focuses on how Leach built up Bigmouthmedia Limited (Bigmouthmedia) into a leader in the digital marketing industry. What initially started in 1997 in a basement in Edinburgh with just three employees had grown to become a more than £ 100 million annual turnover company in 2008 spread across three continents. According to some analysts, Leach was a true entrepreneur with a superb vision and sound business acumen. And this was what had helped him build Bigmouthmedia from the ground up into a leading full search company. Leach's vision was to turn Bigmouthmedia into a £ 500 million revenue earning company by the end of 2009. This he planned to do through a combination of organic and inorganic growth. While the

growth he envisioned was ambitious in itself, the economic downturn made it all the more challenging as marketers around the world cut back on their advertising expenditure. The challenge before Leach was to ensure growth in these tougher times.

Issues

Understand the issues and challenges in managing growth and business continuity of an enterprise.

Analyze the digital marketing industry.

Analyze how Leach built Bigmouthmedia from the ground up into a leading digital marketing company.

Understand issues and challenges in steering a company through an economic downturn.

Identify the challenges before Leach in achieving his high growth objective and explore strategies that he could follow to achieve this.

Reference Numbers

ICMR	L DEN 062
ECCH	809-031-1
Organization(s)	Bigmouthmedia, Ltd.
Countries	United Kingdom / Europe / United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	13 Pages

Bigmouthmedia & Steve Leach: Managing a Winning Team

Abstract

This case study is about new media entrepreneur Steve Leach (Leach) who won the 'Entrepreneur of the Year Award' at the European Business Awards in 2008. The case study focuses on how Leach set up a winning team at Bigmouthmedia Limited (Bigmouthmedia). Bigmouthmedia, leader in the digital marketing industry, was initially started in 1997 in a basement in Edinburgh with just three employees had grown to become a €140 million annual turnover company in 2008 spread across three continents. Setting up and managing a team in a new industry was not an easy task, but Leach achieved this feat by focusing on creating a strong brand and setting up a unique culture at Bigmouthmedia. He also appointed talent scouts to source the right kind of talent and to promote the digital marketing industry as a viable and rewarding career option. By early 2009, Leach had also put a strong senior management team in place as he prepared to grow aggressively in the digital marketing space. Experts felt that Leach's entrepreneurial flair, vision, determination, and drive helped him set up the company and grow it into a

hugely successful one. As important were his leadership skills and ability to set up and develop a winning team. The case also discusses the dilemma faced by many entrepreneurs in 'letting go' as their roles change in the organization with the growth of the organization.

Issues

Understand the issues and challenges in managing a winning team (issues such as sourcing talent, putting in place a team, etc.).

Understand issues and challenges in setting up a new team in a new industry.

Understand how Leach put in place and unique culture at Bigmouthmedia.

Understand concepts related to delegation and how an entrepreneur should go about it

Reference Numbers

ICMR LDEN 061
 ECCH 809-030-1
 Organization(s) Bigmouthmedia, Ltd.
 Countries United Kingdom / Europe / United States of America
 Industry Media, Entertainment, and Gaming
 Pub/Rev Date 2009
 Case Length 15 Pages
 TN Length 13 Pages

**Jamie Dimon:
The Turnaround Specialist**

Abstract

This case discusses about the managerial and leadership qualities of Jamie Dimon (Dimon), CEO of US-based banking major, JPMorgan Chase & Co. (JPMorgan Chase). Dimon was credited in the financial services industry for turning around several beleaguered companies including Baltimore-based consumer lending company, Commercial Credit Corp., Chicago-based retail banking and credit card major Bank One Corporation (Bank One).

He was also accredited with steering JPMorgan Chase through turbulent times in the financial services industry. Analysts attributed Dimon for his inspirational leadership style and his comprehensive turnaround plan that led to the spectacular turnaround of JPMorgan Chase.

Moreover, his decision to exit the then booming subprime mortgages business that helped JPMorgan Chase trudge through the financial downturn, while its competitors like Merrill Lynch Co. & Inc., UBS AG, and Goldman Sachs & Co. suffered damages due to the credit crunch, also caught the attention of the analysts. Sensing an opportunity in the prevailing adversity, Dimon went ahead with JPMorgan Chase's acquisition of Bear

Stearns Companies Inc. (Bear Stearns), in March 2008. While a few analysts felt that it was logical for Dimon to acquire Bear Stearns since it would enhance JPMorgan's existing business portfolio, others felt that his decision could prove expensive if the US economy weakened further.

Issues

Understand the issues and challenges in turning around a company.

Evaluate the strategies adopted by Dimon in turning around Bank One and JPMorgan Chase.

Understand how Dimon steered JPMorgan Chase through turbulent times in the financial services industry.

Examine the rationale behind the acquisition of Bear Stearns by JPMorgan Chase.

Gain an insight into the leadership qualities of Dimon.

Reference Numbers

ICMR LDEN 060
 ECCH 309-203-1
 Organization(s) JPMorgan
 Countries United States of America
 Industry Banking and Financial Services
 Pub/Rev Date 2009
 Case Length 28 Pages
 TN Length 6 Pages

**The Rise and Fall of
Ramalinga Raju**

Abstract

The case discusses the rise and subsequent fall of one of the visionary leaders in the Indian IT sector, Ramalinga Raju (Raju). US-educated Raju founded Satyam Computers Services Limited (Satyam) and under his leadership, the company grew to become one of the leading IT services companies in the world. In an announcement that surprised the IT and investor communities both in India and across the world, Raju confessed to a major accounting fraud that marked his fall, drawing comparisons to Bernard Madoff. The case examines in detail the inception and growth of Satyam, vision and leadership skills of Raju, the problems Satyam faced due to growing competition, the Maytas fiasco and the events leading to confession of accounting fraud by Raju. The case concludes with a discussion on the events that occurred after the confession, and the reasons that led to the fall of Raju.

Issues

Study the inception and growth of Satyam.

Analyze the importance of visionary leadership for the growth of a company.

Examine the importance of having a strong board and governance structure.

Understand the reasons that led to the fall of Raju.

Appreciate the importance of ethical leadership.

Reference Numbers

ICMR LDEN 059
 ECCH 809-026-1
 Organization(s) Satyam
 Countries India
 Industry Information Technology and Related Services
 Pub/Rev Date 2009
 Case Length 20 Pages
 TN Length 5 Pages

Leadership - The Indra Nooyi Way

Abstract

This case examines the importance of strategy and leadership in the transformation of a company. It highlights the strategic vision and leadership style of PepsiCo's CEO Indra K. Nooyi (Nooyi). Nooyi started her career at PepsiCo in 1994 as senior vice president (strategic planning).

She rose to the post of CFO in 2001 and later became the CEO in 2006. During her tenure at PepsiCo, she undertook a number of strategic initiatives. Nooyi recommended spinning off Taco Bell, KFC and Pizza Hut, arguing that PepsiCo couldn't bring enough value to the fast food industry with restaurant businesses as it required dedicated services industry management.

Nooyi also led the acquisition of Tropicana in 1998 and merger with Quaker Oats Company in 2001. When Nooyi became the CEO of PepsiCo, the primary goal advocated by her was to achieve "Performance with Purpose." She implemented a number of measures to improve the sustainability of the company's operations and image by focusing on improvements in the health implications of PepsiCo's products.

She expanded PepsiCo's business into developing markets worldwide and focused on increasing the composition of healthy foods in PepsiCo's product portfolio.

Issues

Understand the role of strategic and transformational leadership in management.

Compare and contrast different styles of leadership.

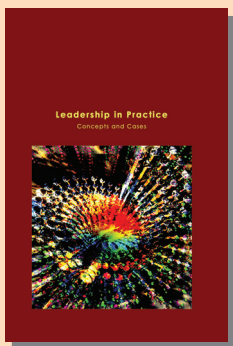
Appreciate the strategic vision of Indra Nooyi.

Study and comment on the leadership style of Indra Nooyi.

Understand the importance of sustainability in the management of a company.

Reference Numbers

ICMR	L DEN 058
ECCH	809-025-1
Organization(s)	PepsiCo
Countries	India / United States of America
Industry	Food and Beverage
Pub/Rev Date	2009
Case Length	16 Pages
TN Length	5 Pages



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Trevor Field and the PlayPumps of Africa

Abstract

The water crisis in the African countries is quite severe with two out of five people lacking access to improved water supply. The implication of this problem goes beyond diseases and deaths due to water-related disease. Particularly in peri-urban and rural areas, women and girls have to commute long distances (up to 8 kilometers) and spend hours collecting water from water sources that could be contaminated. In places where people rely on bore-wells, pumps may break down forcing them to go back to unsafe water sources. Since, the responsibility of fetching water in Africa is linked to gender, women and girls spend a disproportionate part of their time hauling water. This prevents the girl child from attending school regularly and women from indulging in other economic activity or spending more time with their family. Touched by the hardship faced by these people, Trevor Field (Field) a UK-born advertising professional who had immigrated to South Africa, sought to do something to address this problem. In the late-1980s, he chanced upon

a child's roundabout (merry-go-round) fitted with a pump that could pump water as it turned. Field worked with the inventor of this roundabout to bring about improvements in the system and later developed the PlayPump Water System (PlayPump) that was attached to a high-capacity storage tank and a tap. The four surfaces of the storage tank were used as billboards for commercial and public education/social (such as HIV/AIDS prevention) messages. Revenue earned from the advertising helped maintain the water systems for up to a decade.

Field co-founded a for-profit organization with a social mission, Roundabout Outdoor Pty Ltd. (RO) to install and maintain these PlayPumps in various parts of Southern Africa. The funds for installing the PlayPumps were arranged by PlayPumps International (PI), a non-profit organization also co-founded by Field. By the end of 2007, more than 1,000 PlayPumps had been installed in four countries in Southern Africa. Experts felt that the PlayPump was a social innovation that was also sustainable. Field had succeeded in scaling up installations of the water system across five countries in Southern Africa by adopting an innovative business model based on collaboration with individuals, corporations, governments, foundations, and non-governmental organizations, they said. However, Field faced a number of challenges in scaling up further as he aimed to install 4,000 PlayPumps in ten African countries by 2010.

Issues

Understand the issues and challenges in starting a social enterprise and managing growth and maturity.

Understand and explore ways in which a social entrepreneur can build a sustainable business in developing and emerging markets -- especially with respect to serving the BoP population -- while addressing some of the most pressing issues confronting the global community.

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

Study the reasons for the success of the Roundabout Outdoor (RO) thus far, and explore ways in which the venture can be scaled up further in Africa and beyond.

Reference Numbers

ICMR	L DEN 057
ECCH	809-022-1
Organization(s)	Roundabout Outdoor / Playpumps International
Countries	Africa
Industry	Social Sector
Pub/Rev Date	2009
Case Length	21 Pages
TN Length	14 Pages

Katrina Markoff & Vosges Haut-Chocolat

Abstract

Vosges Haut-Chocolat (Vosges) is a luxury chocolate brand that uses unusual combinations such as spices, herbs, roots, flowers, fruits, and nuts in its products. The company was founded by Katrina Markoff (Markoff) in 1998. She put to good use her travel experiences and culinary training in chocolates to create unusual chocolate flavors. She included flavors from all over the globe like Japanese wasabi, Italian taleggio cheese, Indian curry, and Mexican ancho chili. Within a decade, Vosges had grown from an in-house chocolate manufacturing business, into a multimillion-dollar enterprise with stores in Chicago, New York, and Las Vegas. Markoff, known for her creativity and business acumen, has a passion for the community and she took up social causes for the welfare of the woman.

With her entrepreneurial skills, Markoff was successful in positioning Vosges as a premium chocolate brand and was looking at making her mark in the global market.

Issues

Understand the issues and challenges in building a start-up business and sustaining it over time.

Understand how Katrina Markoff built Vosges over the years.

Understand the issues and challenges faced by an entrepreneurial venture particularly, pertaining to maintaining its innovation.

Understand the role played by Katrina Markoff in the success of Vosges.

Reference Numbers

ICMR	L DEN 056
ECCH	809-021-1
Organization(s) ...	Vosges Haute-Chocolat
Countries	United States of America
Industry	Food and Beverage
Pub/Rev Date	2009
Case Length	18 Pages
TN Length	3 Pages

Catherine Arfi & Aromababy: Creating an Australian Brand and Taking it Global

Abstract

Aromababy, a leading natural baby care brand in Australia, was founded by Catherine Arfi (Catherine) in 1994. Catherine chose to start her own line of organic baby care products when she realized that they were no good natural and organic skincare products in the market for the baby she was expecting.

Aromababy had a comprehensive range of products made of pure, certified organic ingredients with therapeutic properties. These products were free from petrochemicals, artificial fragrances, or animal ingredients. After their success in the domestic market, Aromababy products were exported to countries like Hong Kong, Singapore, Korea, Belgium, Holland, USA, the UK, and the Middle East. The case discusses the challenges faced by Catherine in building a brand in her home country from scratch and then taking it to international markets. With her entrepreneurial skills, Catherine was successful in positioning Aromababy as a market leader in organic baby care products in Australia and was looking at making her mark in the global market.

Issues

Study the issues and challenges in building a start-up business and sustaining it over time. Evaluate how Catherine Arfi built up 'Aromababy' into a big brand in Australia.

Analyze the issues and challenges faced by an entrepreneurial venture in foraying into international markets.

Understand the role played by Catherine Arfi in the success of Aromababy.

Understand the challenges faced by women entrepreneurs.

Reference Numbers

ICMR	L DEN 055
ECCH	808-046-1
Organization(s)	Aromababy
Countries	Australia / Worldwide
Industry	FMCG
Pub/Rev Date	2008
Case Length	13 Pages
TN Length	3 Pages

James Dyson: The Engineer Entrepreneur

Abstract

This case is about James Dyson (Dyson), a UK-based engineer and founder of Dyson Appliances Ltd (DAL), best known as the inventor of the bagless vacuum cleaner. With sales of over £514.7 million and a presence in 45 countries worldwide as of 2007, DAL had emerged as the market leader in the vacuum cleaner market in UK as well as the USA. Analysts noted that Dyson's journey from launching the award-winning Ballbarrow (a gardening tool) in the 1970s to building one of the most successful multinational brands (i.e. the vacuum cleaners that are called Dysons) in the 2000s had been anything but easy. There were plenty of challenging moments that punctuated his career, be it in the initial struggles to get funding for his venture or the patent litigation involving a major rival,

which came much later. Despite all the problems, Dyson managed to build DAL into a market leader in a highly competitive industry dominated by multinational companies. While analysts hailed him as a great entrepreneur and praised his business acumen and approach towards innovation, Dyson also earned many laurels including receiving the knighthood for his services to the business world on December 2006. Experts felt that Dyson was not only a great inventor but had also shown sound business acumen which helped him build DAL from the ground up to a global company. However, he was also criticized for shifting the company's production base to Malaysia in 2002. Union leaders alleged that this move had affected around 800 workers in the already waning manufacturing industry in the UK.

Issues

Understand the personality traits of an entrepreneur from the life and work of James Dyson.

Identify the benefits and challenges faced by an entrepreneurial venture with regard to managing its business growth and sustaining its innovation.

Understand the leadership and management style of James Dyson and his contribution to the success of Dyson Appliances Ltd.

Appreciate the sources of inspiration for an entrepreneur in the consumer appliances industry.

Reference Numbers

ICMR	L DEN 054
ECCH	808-017-1
Organization(s)	Dyson Appliances Ltd.
Countries	United Kingdom
Industry	Consumer Electronics
Pub/Rev Date	2008
Case Length	21 Pages
TN Length	15 Pages

Azim Hasham Premji's Value-Based Leadership

Abstract

In July 2007, BusinessWeek nominated Azim Hasham Premji (Premji), the Chairman of Wipro, as one of the top 30 all time great entrepreneurs in the world. The case discusses the leadership qualities of Premji. Under his leadership, Wipro, a small vegetable oil company in the mid-1960s, was transformed into one of the leading IT services company by the early 2000s. Premji had established a strong value system in Wipro and believed that values not only helped in achieving success but also made that success more enduring and lasting. The case discusses in detail about the few leadership initiatives taken up in Wipro in order to develop

leaders within the organization. It also discusses Premji's contribution for the benefit of the society. He had established Azim Premji Foundation (APF), a not-for-profit organization, in January 2001. The foundation made efforts to improve the quality of education in schools.

Issues

Study Azim Premji's leadership style.

Understand the significance of value-based leadership.

Analyze leadership training initiatives taken up at Wipro.

Examine the contributions of Premji to improve the quality of education in schools.

Reference Numbers

ICMR	L DEN 053
ECCH	808-001-1
Organization(s)	Wipro
Countries	India
Industry	Information Technology and Related Services
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	4 Pages

CEO as Change Agent

Abstract

This is a collection of three caselets that would help highlight the importance of the role played by the leadership in change management. The first caselet is about how Norman Adami turned around Miller Brewing Company after South African Brewing Company acquired the ailing firm. The second caselet is about how Myron Ullman introduced major changes at JCPenney to take it to industry leadership level, just after the retailer came out of a successful turnaround phase. The third caselet is about how David R. Whitman imbibed a culture of customer-focused innovation at Whirlpool as part of its competitive strategy of providing innovative products in an increasingly commoditized consumer appliances industry. The common thing between these three companies (which are in three different industries) is that, each one of them had close to 100 years of history behind them, and as such, bringing about major changes wasn't easy. The CEOs of the respective companies played a vital role in getting the wheels of change rolling in these companies.

Issues

Understand the important role played by the leadership (CEOs) in change management

Understand the issues and constraints faced by organizations in introducing major changes

Understand the strategy/culture relationship and how organizations manages change in order to create a competitive advantage

Reference Numbers

ICMR	L DEN 052
ECCH	408-005-1
Organization(s)	Not Applicable
Countries	United States of America
Industry	Miscellaneous
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	5 Pages

Zhang Yin - China's Leading Woman Entrepreneur

Abstract

The case discusses the entrepreneurial ventures of Zhang Yin (Zhang), the richest self-made woman in the world. Zhang Yin started her business by incorporating a company that traded in scrap paper in Hong Kong. She later moved to the US and started a company named Chung Nam that exported paper collected from garbage dumps in the US to China. The growth of her business coincided with the growth of Chinese economy. With the increase in exports from China, the demand for packaging material increased. Zhang Yin, then incorporated Nine Dragons Paper in China, to manufacture paper based packaging material. Over the years, Nine Dragons spread its operations across the country and began catering to the demands of several multinational corporations. Nine Dragons floated an IPO in March 2006 and by November 2006, the share price quadrupled. Zhang became the richest woman in China by the virtue of her 72% equity holding in Nine Dragons.

Issues

Analyze Zhang Yin's entrepreneurial skills
Examine the growth and success of Nine Dragons
Evaluate the opportunities and threats for Nine Dragons in the near future

Reference Numbers

ICMR	L DEN 051
ECCH	807-056-1
Organization(s)	Nine Dragons Paper Holdings Limited
Countries	China
Industry	Packaging, Papermaking
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	3 Pages

Case Studies on a Few Women Microentrepreneurs

Abstract

This case comprises of 11 small case studies on various women microentrepreneurs who

hailed from the low-income group of society. These women had started their own small business ventures with the support of Maxwealth, a microfinance institution (MFI) based in Hyderabad. These case studies briefly discuss the initial challenges faced by these women and how their lives have changed as a result of their business. Students can also discuss the issue of support from family and the MFI as factors in the success of these women entrepreneurs.

Issues

Understand the importance of microfinance in the development of women entrepreneurs
Understand the key challenges faced by women microentrepreneurs in a developing country like India

Reference Numbers

ICMR	L DEN 050
ECCH	
Organization(s)	Not Applicable
Countries	India
Industry	Miscellaneous
Pub/Rev Date	2007
Case Length	6 Pages
TN Length	3 Pages

Sourav Ganguly (B): The Second Coming

Abstract

This case is about the comeback made by Sourav Ganguly (Ganguly), the former captain of the Indian national cricket team. After taking over as captain of the team in 2000, the charismatic and controversial leader had turned around the fortunes of the team. In 2005, when he was ousted from the team after a public spat with Coach Greg Chappell (Chappell), few expected him to make his comeback into the international arena. However, with the team performing very badly in 2006, and due to his strong performance in domestic matches, Ganguly was brought back in the team. Ganguly had scripted a comeback by displaying grit, determination and never-say-die attitude, which many saw as attributes of a true leader. This case discusses the events during the period when Ganguly was ousted from the team to his subsequent return. Experts felt that even though he was no longer the captain and did not enjoy much support from the coach, Ganguly had very good support among the playing group as he was credited with shaping the careers of many players in the team during his captaincy. However, with the disastrous performance of the team in the 2007 World Cup, many felt that the team had missed the astute leadership of Ganguly. With the rift in the team between the senior members and the coach coming out in the open, Chappell quit as coach. Experts felt that one of the

reasons for the World Cup debacle was that Ganguly was a major power center in the team and it was never ideal to have more than one power center in any major set up. The case will help understand various issues in human resource management and organizational behavior and generalizations can be made to the corporate work environment.

Issues

Understand the issues and challenges in leadership and team building / team management.

Understand the theories in leadership (trait theory, etc.)

Understand and the various concepts of power and politics, group dynamics, conflict management, etc.

Appreciate the importance of people skills for a leader / manager.

Reference Numbers

ICMR	L DEN 049
ECCH	407-071-1
Organization(s)	Not Applicable
Countries	India
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2007
Case Length	15 Pages
TN Length	4 Pages

Sourav Ganguly (A): A Case Study in Leadership

Abstract

This case is about the charismatic and controversial former captain of the Indian national cricket team, Sourav Ganguly (Ganguly). The case outlines the emergence of Ganguly as a leader, his spectacular rise and subsequent fall from grace. Ganguly became the captain of the team in 2000, when it was in a deep crisis. Over the next few years, with the help of the coach John Wright, he soon turned the team into a combative unit. His team building skills, impartiality and, guts displayed in supporting his team members through thick and thin, endeared him to the team. Experts credited him with instilling a sense of aggression in the team. Ganguly soon became the most successful captain in the history of Indian cricket. The case also discusses the fall of Ganguly in 2005 and his public spat with coach Greg Chappell (Chappell) which led to his exit from the team. With a section of the media running a vilification campaign against him and the team management being clear that it did not want him back in the team, the international career of Ganguly seemed to be over. Since age was not on his side, few felt that Ganguly could make a comeback into the team. But

Ganguly refused to announce his retirement and continued to fight to win back his place in the team despite all the odds. The case will help understand various issues in human resource management and organizational behavior such as leadership, motivation, team building, etc.

Issues

Understand the issues and challenges in leadership and team building / team management.

Understand the theories in leadership (trait theory, etc.)

Understand and make generalizations on the various concepts of group dynamics, change management, conflict management, etc.

Appreciate the importance of people skills for a leader / manager.

Reference Numbers

ICMR	LDEN 048
ECCH	407-070-1
Organization(s)	Not Applicable
Countries	India
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2007
Case Length	23 Pages
TN Length	5 Pages

James McNerney and 3M: Making a Good Company Better?

Abstract

3M was a company known for its innovativeness. In nearly 100 years of existence, the company had launched several breakthrough products, most of which were the result of its employees' creativity and inventiveness. However, 3M's culture of innovation had started weakening in the 1990s, and its financial performance had become lackluster. James McNerney, who was the first outsider to become the CEO of 3M, joined the company in 2001. Analysts believed that McNerney would act as a change agent who would provide the impetus for 3M's renewed growth. This case discusses the steps taken by McNerney to restore 3M's growth. Some of the changes implemented under McNerney's direction include; a reorganization of 3M's businesses, changing the focus of the company's research and development activities to bring a greater customer orientation, imposing financial controls, increasing the focus on the growing Chinese market, and a commitment to leadership training at the company. McNerney was also responsible for the rather controversial decision of implementing Six Sigma at the company. Despite the changes he made (some of which were considered rather radical) McNerney was quite popular with the board

and employees of 3M. The reasons for his popularity are examined in the case. The case concludes with a commentary on McNerney's successor George Buckley's performance in the first year of his stint at the company, and questions whether he can live up to his predecessor's popularity.

Issues

Study the relationship between leadership and strategy, and the impact of a change in leadership on a company's overall strategy

Examine the pros and cons of choosing people for top leadership positions from outside the company, and to analyze the impact of the changes an outsider can bring about in light of a company's culture

Examine the role of a change agent at a company with a long history and powerful culture, and to examine the challenges change agents face at such companies

Examine the leadership style of a popular leader who managed to make a positive impact despite his radical decisions, and to analyze the reasons for his popularity

Examine the issues involved in succeeding a charismatic and popular leader, and the challenges successors face in living up to their predecessors

Reference Numbers

ICMR	LDEN 047
ECCH	807-042-1
Organization(s)	3M
Countries	United States of America
Industry	Conglomerate
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	9 Pages

Mark Constantine: The Willy Wonka of the Beauty Industry

Abstract

This case is about Mark Constantine (Constantine), the co-founder of Lush Fresh Handmade Cosmetics (Lush), a UK-based producer and marketer of ethical beauty products. Constantine started his first venture Constantine and Weir Plc. (C&W) during the 1970s. C&W went on to become a key supplier to The Body Shop (Body Shop). When Body Shop bought out the rights to Constantine's products, he started a new venture Cosmetics to Go (CTG), a mail order catalogue of beauty products. However, CTG was a failure and went bankrupt. In 1995, Constantine started Lush and brought in a unique approach to the marketing of beauty products. Lush did not have a traditional marketing department, and relied on innovative products, in-store advertising, word-of-mouth advocacy, and public relations to promote its products. Constantine was also one of the pioneers

who championed the cause against animal testing in the cosmetics and beauty care industry. The case highlights the challenges Constantine faced during his early years, his role in the success of The Body Shop, the failed 'Cosmetics to Go' venture, and the factors behind the success of Lush. The case also discusses the entrepreneurship qualities and management style of Constantine.

Issues

Understand the unique leadership and management style of Mark Constantine and his contribution to the success of Lush

Appreciate the sources of inspiration for an entrepreneur in the beauty care industry

Identify the benefits and challenges faced by a privately held company with regard to managing its business growth and sustaining its values

Reference Numbers

ICMR	LDEN 046
ECCH	807-033-1
Organization(s)	Lush Fresh Handmade Cosmetics
Countries	United Kingdom
Industry	FMCG
Pub/Rev Date	2007
Case Length	25 Pages
TN Length	12 Pages

Social Entrepreneurship - The Alicia Polak Way

Abstract

The case discusses the social entrepreneurship initiatives by Alicia Polak in South Africa. Alicia Polak, who was an investment banker with Merrill Lynch and Company in New York, started a small business venture in the slums of South Africa. The venture was not started as a charity but as a profit generating business. With very little initial investment, Alicia employed women from the neighborhood and taught them how to make high-end cookies, and that was the beginning of Khayelitsha Cookie Company (KCC). She marketed the cookies in hotels and to the tourists who visited South Africa. The cookies soon gained popularity, and she planned to replicate this model in other developing and underdeveloped countries. KCC was expected to break even by the beginning of the year 2007, and the cookies were being marketed in the US and European countries.

Issues

Understand the concept of social entrepreneurship

Analyze how small business ventures can make a significant difference in the lives of the poor

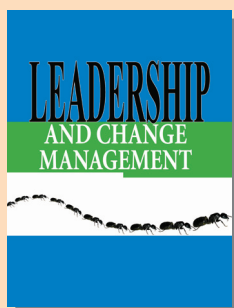
Critically evaluate Khayelitsha Cookie Company's (KCC) business model and its potential for scalability

Study how commercially profitable ventures can be started in underdeveloped countries

Critically examine the sustainability and replicability potential of KCC's business model

Reference Numbers

ICMR	L DEN 045
ECCH	807-007-1
Organization(s)	Khayelitsha Cookie Company
Countries	South Africa
Industry	FMCG
Pub/Rev Date	2007
Case Length	10 Pages
TN Length	3 Pages



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Harold Burson and Burson-Marsteller

Abstract

The case describes the contributions of Harold Burson (Harold) to the field of international public relations. Harold is the founding Chairman of one of the world's leading PR firm - Burson-Marsteller (BM). The case includes a brief note on Harold's initial struggles as an entrepreneur and how he established himself as a prominent PR practitioner. It also describes the growth of BM and how it went on to become one of the world's leading PR firms. The case highlights some of the well-known PR crises that Harold successfully handled including those faced by General Motors, Johnson and Johnson and Coca-Cola.

Issues

Gain insights into the contributions made by Harold Burson to the field of international PR

Appreciate entrepreneurial capabilities of Harold

Understand PR as an important corporate function

To realize the importance of PR in developing and sustaining the image of the organization

Reference Numbers

ICMR	L DEN 044
ECCH	807-006-1
Organization(s)	Burson-Marsteller
Countries	United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	13 Pages
TN Length	3 Pages

Jack Ma and Alibaba.com

Abstract

The case highlights the entrepreneurship skills of Jack Ma (Ma) and explains how he transformed Alibaba.com Corporation to one of the largest e-commerce companies in China. The case discusses in detail why Ma started Alibaba.com's website and the efforts made by him to grow the company's businesses.

It examines how Ma successfully competed with foreign e-commerce companies like eBay by establishing Taobao.com. Finally, the case presents some challenges faced by Alibaba.com and analysts comments on the future of the company.

Issues

Study the entrepreneurship and leadership qualities of internet age entrepreneurs like Jack Ma.

Understand how e-commerce companies operate in emerging markets.

Analyze the business model of Alibaba.com.

Examine the challenges faced in establishing and growing an online business in China.

Reference Numbers

ICMR	L DEN 043
ECCH	806-058-1
Organization(s)	Alibaba.com
Countries	China
Industry	Internet and e-Commerce
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	3 Pages

HP under Carly Fiorina and Mark Hurd

Abstract

The case discusses the changes at Hewlett Packard Co. (HP) under the leadership of Carly Fiorina (Fiorina), who took over as the company's CEO in 1999. It talks about the various decisions taken by Fiorina, prominent among them being the company's merger with Compaq Computer Corporation.

The case then talks about the measures taken by Mark Hurd (Hurd), who replaced Fiorina as the company's CEO in March 2005, to improve the financial condition of the company. The case also highlights the differences in the management styles adopted by Fiorina and Hurd in running HP.

Issues

Compare and contrast the strategies followed by two CEOs of a large technology firm

Understand the impact of a change in leadership on a company's strategy

Study the impact of a change in leadership style on organizational culture.

Reference Numbers

ICMR	L DEN 042
ECCH	
Organization(s)	Hewlett Packard Company
Countries	USA
Industry	Computers and Information Technology
Pub/Rev Date	2006
Case Length	16 Pages
TN Length	N/A

Michael Jackson - The Rise and Fall of The King of Pop

Abstract

The case examines the rise and fall of Michael Jackson (Jackson), one of the most popular and controversial pop stars of the 1980s and 1990s. It describes the rise of Jackson from the son of a steel worker to a pop superstar in the 1980s.

The case then puts forth the various incidents such as the child abuse charges that have brought about a downfall in Jackson's career by the early 2000s.

It also throws light on his deals with various companies including the Sony/ATV music catalog deal, poor financial management, philanthropic activities and his bizarre behavior.

The case ends with analysts' arguments on his comeback efforts and his future.

Issues

Study the various phases in the life cycle of a celebrity and compare the same to that of a product or a company

Examine the business acumen of Michael Jackson

Examine the reasons that can lead to a downfall of a celebrity and draw lessons from it.

Reference Numbers

ICMR	L DEN 041
ECCH	
Organization(s)	
Countries	US
Industry	Music
Pub/Rev Date	2006
Case Length	18 Pages
TN Length	N/A

Jack Welch and Jeffrey Immelt: Continuity and Change in Strategy, Style and Culture at GE

Abstract

General Electric Company (GE) was a major conglomerate and one of the biggest companies in the world. One of the factors that was believed to be responsible for the company's steady growth for more than a century was its tradition of stable and long term leadership. One of the most successful phases in GE's history began when Jack Welch became its CEO in 1981. Welch attempted to make GE one of the top companies in every segment in which it operated. He also supervised several acquisitions that added value to the business portfolio and was instrumental in creating a performance oriented culture at the company. Welch retired in 2001 after 20 years at the helm. He was succeeded by Jeffrey Immelt, who was chosen by GE's board after a long and careful succession planning activity supervised by Welch himself.

This case discusses the strategic and cultural changes at GE as a result of the change in leadership. It compares GE's strategy and operations under Welch, with those under Immelt. It also talks about the changes in the company's culture under Immelt. The case concludes with a discussion on the challenges facing Immelt, as of mid 2006.

Issues

Understand the relationship between leadership and growth in large and diversified companies

Study the effects of a change in leadership on company strategy and culture

Compare the leadership styles of two leaders of a large business conglomerate and to analyze the effectiveness of their individual styles

Understand the interrelationships between leadership style, organizational culture, corporate strategy, and the external environment

Appreciate the need for a formal and detailed succession planning system in large companies

Appreciate the challenges facing the successor to a charismatic and influential leader at a large global company.

Reference Numbers

ICMR	L DEN 040
ECCH	
Organization(s)	General Electric Company
Countries	USA
Industry	Finance, Healthcare, Industrial Systems, Media, Infrastructure
Pub/Rev Date	2006
Case Length	21 Pages
TN Length	N/A

Scott McNealy and the Rise and Decline of Sun Microsystems

Abstract

Scott McNealy had been the CEO of Sun Microsystems, a company that he had co-founded in 1984, for 22 years. In April 2006, he announced his decision to step down in favor of Sun's president and COO Jonathan Schwartz. This case study discusses the various events at Sun under McNealy's leadership. It traces the company's growth from a small startup in the mid 1980s to one of the driving forces behind the internet economy in the 1990s. It also talks about the events that led to Sun's decline in the early 2000s, and McNealy's failure to arrest this decline. The case concludes with a discussion of the leadership change at Sun and whether Schwartz was the right person to give the ailing company a new lease of life.

Issues

Study the rise and fall of one of the major companies in the IT industry, and the role of its founder in its initial success and later troubles

Analyze the relationship between leadership and growth

Appreciate the effect of changing business environmental scenarios on companies and the need to respond to these changes rapidly

Examine the relationship between innovation and success, and to understand that developing cutting edge products does not automatically translate into financial success

Understand the importance of flexible business models, especially in markets with rapidly evolving technologies.

Reference Numbers

ICMR	L DEN 039
ECCH	
Organization(s)	Sun Microsystems
Countries	USA
Industry	Information Technology
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	N/A

Ping Fu: Inspiring Entrepreneurship

Abstract

Ping Fu (Ping), an entrepreneur based in the US, who co-founded Raindrop Geomagic (Geomagic), a company which designed and developed software applications in the nascent area of Digital Shape Sampling and Processing (DSSP). The case highlights the challenges Ping faced right from her early years in China, her higher studies and work experience in the US, the inspiration for setting up Geomagic, and the initial problems she faced as an entrepreneur. The case effectively brings out the challenges faced by entrepreneurs, especially in new and emerging technology areas, with regard to venture capital funding, business development, people management, and growth related issues.

Issues

Understand the issues and constraints faced by a growing start-up company in a nascent technological field

Appreciate the sources of inspiration for an entrepreneur

Understand the challenges faced by entrepreneurs with regard to venture capital funding, business development and people management.

Reference Numbers

ICMR	L DEN 038
ECCH	806-021-1
Organization(s)	Raindrop Geomagic
Countries	USA
Industry	IT, Manufacturing
Pub/Rev Date	2006
Case Length	15 Pages
TN Length	5 Pages

Kerry Packer: Australia's Richest Media Baron

Abstract

This case highlights the entrepreneurship skills of Kerry Packer (Packer), Australia's richest media baron. Known for his deal-making abilities, Packer rose to become one of the

most dominant figures in the global media industry. The case discusses the major deals that made Packer richer and examines how he transformed the broadcasting and television industry in Australia. Packer was a man of many facets, some of them seemingly contradictory. He was known as a famous punter who spent millions of dollars in casinos and at the races. The case also highlights a few controversies associated with him.

Issues

Study the entrepreneurship skills and leadership qualities of Kerry Packer

Understand how Packer transformed the global media and broadcasting industry

Analyze the business strategies adopted by Packer.

Reference Numbers

ICMR	L DEN 037
ECCH	806-020-1
Organization(s)	Publishing and Broadcasting Limited
Countries	Australia
Industry	Media
Pub/Rev Date	2006
Case Length	15 Pages
TN Length	N/A

Tesco under Terry Leahy

Abstract

The case discusses the management style of Terry Leahy under whose visionary leadership Tesco emerged as the largest retail chain in the UK. It discusses how Leahy changed Tesco's positioning from a store which primarily catered to the low-end customers to a store catering to high-end and value conscious customers. The case outlines how Leahy transformed Tesco into a customer-centric organization. It also examines the strategies introduced by Leahy like diversifying into high margin non-food and services sectors that helped Tesco become the biggest and most profitable retailer in the UK.

Issues

Role played by a leader in changing the fortunes of a company

Strategies adopted by Terry Leahy to transform Tesco into one of the major players in retail market

Examine the innovative management practices introduced by successful leaders.

Reference Numbers

ICMR	L DEN 036
ECCH	805-060-1
Organization(s)	Tesco
Countries	UK

Industry	Retailing
Pub/Rev Date	2005
Case Length	20 Pages
TN Length	N/A

Andrea Jung and the Turnaround of Avon Products

Abstract

Avon was one of the prominent direct sales companies in the beauty products industry. Started in the late 1800s by David McConnell, the company sold a wide variety of beauty-related products to homemakers through its direct sales agents. However, by the 1980s, the company had lost its luster and performance began to falter. A failed diversification strategy made it the target of several takeover attempts. Turnaround efforts were initiated in the 1990s under then CEO James Preston and continued by his successor Charles Perrin, however, they failed to make a significant impact. Performance began to improve only after Andrea Jung became the CEO of the company in 1999.

This case discusses the revival of Avon under Andrea Jung. Jung was a retail industry veteran, who joined Avon as the head of US marketing in 1994. She was reportedly attracted to Avon's women-oriented culture. She grew rapidly within the company and was eventually made the CEO. When she became the CEO of Avon in 1999, the company was in a bad condition. Jung then took a head-on approach to reviving the company's businesses. This case details Jung's game plan for turning around Avon and explores the various steps she took towards this end including, changing the company's product strategy, reviving its sales representatives, exploring new channels of sales, aggressive global expansion, cost-cutting initiatives and an image makeover. By 2004, Avon's performance was a vast improvement from the 1990s and Jung was widely credited with the company's turnaround.

Issues

Career of a successful woman CEO

Strategy adopted by a woman CEO in turning around a large, global beauty products company

Challenges faced by women business leaders in their rise to the top.

Reference Numbers

ICMR	L DEN 035
ECCH	805-054-1
Organization(s)	Avon Products Inc.
Countries	USA
Industry	Cosmetics
Pub/Rev Date	2005

Case Length	15 Pages
TN Length	5 Pages

Isaac Tigrett: A Maverick Entrepreneur

Abstract

The case deals with the belief and value systems that guided Isaac Tigrett, the entrepreneur behind the ventures - Hard Rock Café, House of Blues, The Spirit Channel and the Bozo Project. The case explains the environment in which Tigrett was brought up and how he applied the human values of Sathya, Dharma, Shanti, Prema and Ahimsa at the workplace. The case also looks into how Tigrett was inspired by his guide, Sri Sathya Sai Baba, to set up a business, which would be run on the fundamentals of human values. The case also explains the challenges that Tigrett had to face while putting into practice the 'Love All, Serve All' and 'Help Ever, Hurt Never' philosophy in the workplace. This included the boardroom brawl at House of Blues which was a result of Tigrett's "desire to express himself through the company."

Issues

Spirituality in Management, Racial Discrimination, Entrepreneurship, Leadership, Servant Leadership.

Reference Numbers

ICMR	L DEN 034
ECCH	805-017-1
Organization(s)	Issac Tigrett
Countries	USA, UK
Industry	Entertainment
Pub/Rev Date	2005
Case Length	13 Pages
TN Length	5 Pages

Giorgio Armani: The Businessman the Designer and the Brand

Abstract

Giorgio Armani, one of the most successful designers in the global fashion industry, created a niche for himself with his elegant designs, mostly done in a neutral palette.

Although his fashion house, Giorgio Armani SpA, was much smaller than many other fashion houses, it was one of the most profitable. Another distinctive feature of the house was that Armani headed both the creative as well as the business sides, which was not the norm in the industry.

The case traces the growth of Armani into a fashion designer of global stature. It analyzes the business policies that the designer followed to make his brand one of the best known and valued brands in the world. It also looks into the distinctive designing style followed by

Armani and the factors that contributed to the timeless appeal of the Armani brand. It concludes with a discussion on what the future holds for the House of Armani after the designer exits it.

Issues

Growth and extension of a major designer brand, Brand extension strategy, Brand management, Succession planning.

Reference Numbers

ICMR	L DEN 033
ECCH	805-016-1
Organization(s)	Giorgio Armani
Countries	Italy
Industry	Fashion
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	5 Pages

Biocon: Kiran Mazumdar Shaw's Entrepreneurial Dream

Abstract

Biocon India (Biocon) is the number one biotech company in Asia in terms of revenues and market capitalization. The woman behind Biocon - Kiran Mazumdar Shaw (Kiran) – is now the richest woman in India. The case study describes how Kiran recognized the future potential of biotechnology industry when not many people in India knew about it. It describes in detail the challenges faced by Kiran in terms of gathering resources when she launched her biotech start-up.

The entrepreneurship and leadership skills of Kiran are also discussed. Overall, the case focuses on 'opportunity recognition and exploitation processes,' and 'managing start-up and growth,' while highlighting the role and importance of women entrepreneurs and the problems they face when doing business in India.

Issues

Role of an entrepreneur in creating a start-up.

Reference Numbers

ICMR	L DEN 032
ECCH	805-015-1
Organization(s)	Biocon
Countries	India
Industry	Biotech
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	N/A

"The key to successful leadership today is influence, not authority."

– Kenneth H. Blanchard

Lok Satta: A Movement for Democratic Reforms in India

Abstract

The case is about the origin and objectives of Lok Satta, a movement organized for creating good governance practices in India. It explains the conditions suitable for the organization's growth, the organization structure, the campaigns it has undertaken and their impact.

Lok Satta made a modest beginning and went on to become one of the leading organized movements in the country. The case also deals with how Lok Satta differentiated itself from other NGOs, how it partnered with other NGOs, and how it managed public opinion.

Coming out with solutions, rather than being a part of the problem, Lok Satta added a new dimension to the reforms debate.

The case ends with a note on Lok Satta's plans to surge ahead in the future.

Issues

Social entrepreneurship and its many facets.

Reference Numbers

ICMR	L DEN 031
ECCH	804-063-1
Organization(s)	Loksatta
Countries	India
Industry	
Pub/Rev Date	2004
Case Length	14 Pages
TN Length	5 Pages

Sumantra Ghoshal: A Visionary Management Guru

Abstract

The case discusses the contributions made by globally renowned management thinker and business consultant Sumantra Ghoshal in the field of management education.

It explores the different dimensions of Ghoshal's personality. The case discusses in detail his major professional contributions including, three of his widely acclaimed books - *Managing Across Borders: The Transnational Solution*, *The Individualized Corporation: A Fundamentally New Approach to Management* and *Managing Radical Change: What Indian Companies must do to Become World-Class*.

Finally, the case describes the awards and recognitions received by Ghoshal for his contributions to the academic world.

Issues

Academic Contributions made by Sumantra Ghoshal.

Reference Numbers

ICMR	L DEN 030
ECCH	804-045-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

Self Employed Women's Association: Empowering Women in India

Abstract

The case is about the Self Employed Women's Association (SEWA), which works for betterment of the women in the unorganized sector. The case describes the history, aims and objectives, members, structure, etc. of SEWA. The case also explains the various activities such as banking, child care, healthcare, housing, legal aid, etc. undertaken by SEWA. The case focuses on how SEWA has grown over the years and the strategies adopted to overcome the challenges faced by self-employed women in India.

Issues

Mobilizing women at the grassroots level from unorganized sectors.

Reference Numbers

ICMR	L DEN 029
ECCH	804-023-1
Organization(s)	Self Employed Women's Association
Countries	India
Industry	Service
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	4 Pages

Mumbai's 'Dabbawalas': An Entrepreneurial Success Story

Abstract

The Dabbawalas who provide a lunch delivery service in Mumbai have been in the business for over 100 years. In 1998, Forbes Global magazine conducted an analysis and gave them a Six Sigma rating of efficiency. The case examines how the Dabbawalas operate. It describes their delivery process and coding system and how they work as one team to achieve a common goal. The case also explores the future of the Dabbawalas' service in light of the changing environment.

Issues

A traditional business surviving threats from the external environment.

Reference Numbers

ICMR	L DEN 028
ECCH	804-022-1
Organization(s)	Nutan Mumbai Tiffin Box Suppliers
Countries	India
Industry	Service
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	4 Pages

Warren Buffett: The Investment Guru

Abstract

The case examines the entrepreneurial skills of Warren Buffett, Chairman of the Berkshire Hathaway group of companies and the world's most successful investor. Warren's childhood, his interests, and the initial years of his career are explored. The case discusses how Buffett, 'with his unparalleled investing skills,' became one of the richest men in the world. The case also explains Berkshire Hathaway group's entry into various businesses and the role played by Buffett in building Berkshire Hathaway. The case also focuses on Buffett's support of controversial issues such as, abortion and implementation of population control measures and the criticism faced by Buffett from different quarters. In the last section, the case explores the issues related to succession planning and the future prospects of Berkshire Hathaway after Buffett.

Issues

Warren Buffett's entrepreneurial qualities and investing skills.

Reference Numbers

ICMR	L DEN 027
ECCH	804-003-1
Organization(s)	Berkshire Hathaway group of companies
Countries	USA
Industry	Investment
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	4 Pages

Carly Fiorina: The Change Leader

Abstract

The case discusses the leadership and management style of Carly Fiorina (Fiorina), the President and CEO of HP. The case details a few of the important steps Fiorina took to radically change the poor state of affairs at HP. These steps included revamping HP's culture, changing its organization structure and the acquisition of Compaq Computers. The case critically examines the efficacy and

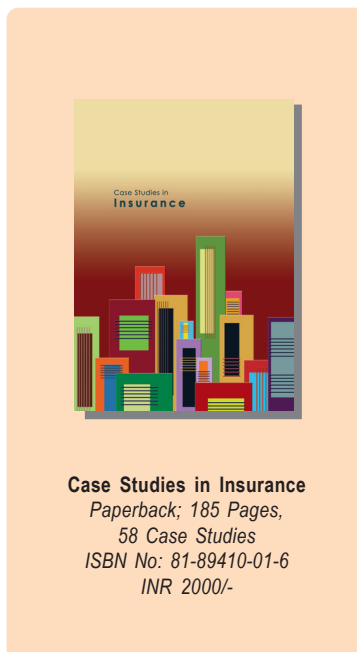
positive and negative implications of these steps on HP. It explores the reasons why Fiorina's steps were considered very controversial. Finally, the case talks about the challenges Fiorina faces in 2003 and in the near future.

Issues

Role of a leader in implementing and managing change.

Reference Numbers

ICMR	L DEN 026
ECCH	804-001-1
Organization(s)	HP
Countries	USA
Industry	IT & Computers
Pub/Rev Date	2003
Case Length	17 Pages
TN Length	7 Pages



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Henry Ford: A Great Innovator

Abstract

This case examines the leadership and entrepreneurial qualities of Henry Ford (Ford), the founder of Ford Motor Company. The case details how Ford's vision (of producing an affordable car for the masses) and his innovations (Model T, moving assembly line approach, mass-production concept, and Highland Park factory) transformed the global automobile industry. The case also examines Ford's contributions in generating employment in the US and his best practices in managing human resources. Finally, the case discusses a few criticisms of Ford's managerial practices.

Issues

Qualities that characterize an entrepreneur and a leader.

Reference Numbers

ICMR	L DEN 025
ECCH	804-002-1
Organization(s)	Ford Motor Corporation
Countries	USA
Industry	Automobile
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

Meg Whitman: The Driving Force behind eBay

Abstract

The case examines the managerial and leadership skills of Meg Whitman, the CEO of eBay, the leading US-based online auction site. Ebay's business model and its growth since its inception in 1995 upto the entry of Whitman in 1998 are discussed. The case traces Whitman's rapid rise up the corporate ladder and examines the circumstances that led her to join eBay. Whitman's managerial and leadership capabilities are also discussed in detail. The case also examines the reasons for Whitman's emphasis on customers and describes the various strategies she formulated to make eBay a global online company. The case examines the criticism leveled against Whitman and explores the future prospects of Whitman and eBay.

Issues

Leveraging the Ebay business model by Meg Whitman.

Reference Numbers

ICMR	L DEN 024
ECCH	803-051-1
Organization(s)	eBay
Countries	USA
Industry	Online Auction
Pub/Rev Date	2003
Case Length	18 Pages
TN Length	N/A

Frederick W. Smith: The Entrepreneur Who Created an Industry

Abstract

This case discusses the entrepreneurial skills and visionary leadership of Frederick W. Smith (Smith), the founder of FedEx Corporation (FedEx). The case examines his contribution in creating the express industry. It details how Smith transformed FedEx from a loss-making

company to a \$22.5 bn logistics industry major by focusing on information technology, human resources and globalization. Finally, the case examines the nature of the criticism of Smith's entrepreneurial and leadership style.

Issues

Role of an entrepreneur in creating a start-up and growing its business.

Reference Numbers

ICMR	LDEN 023
ECCH	803-052-1
Organization(s)	FedEx Corporation
Countries	USA
Industry	Logistics
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	N/A

**Sam Walton:
Entrepreneur of the Century**

Abstract

This case discusses the entrepreneurial skills and visionary leadership of Sam Walton, the founder of Wal-Mart. It examines his contribution in accelerating the growth of retailing industry. It explains how Walton transformed Wal-Mart, a start-up in the 1950s, into a multi-billion dollar global retailing industry giant. The case details the beliefs, philosophies and value system of Walton. The case examines the best practices initiated by Walton for Wal-Mart in providing excellent customer service, pricing its products and managing human resources. Finally, the case examines Walton's management style and discusses the growth of Wal-Mart till mid-2003.

Issues

Role of an entrepreneur in transforming a retailing start-up into a global leader.

Reference Numbers

ICMR	LDEN 022
ECCH	803-047-1
Organization(s)	Wal-Mart
Countries	USA
Industry	Retailing
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

**Richard Branson/Herb Kelleher:
Leaders Extraordinaire**

Abstract

This case discusses the leadership and entrepreneurial styles of two of the most 'unusual' business personalities the global

corporate world has ever seen, Southwest Airlines' Herbert D Kelleher and Virgin Group's Richard Branson.

The two leaders, though extremely different in their approach towards business, had a few traits in common. They both believed in having fun and paying attention to employees. The case explores the entrepreneurial and leadership attributes of both these leaders and attempts to bring out the similarities between them.

Issues

The ethical dimensions of leadership and entrepreneurship.

Reference Numbers

ICMR	LDEN 021
ECCH	803-005-1
Organization(s)	Virgin Group, Southwest Airlines
Countries	USA
Industry	Airlines
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	5 Pages

**Carlos Ghosn:
The Turnaround Specialist**

Abstract

The case focuses on the managerial and leadership qualities of Carlos Ghosn, CEO of Nissan Motor Co. Ghosn who was appointed as COO of Nissan after Renault-Nissan alliance, won accolades from both industry insiders and analysts alike for the spectacular turnaround of the ailing Japanese auto major. As Nissan COO, Ghosn initiated a revival plan, which included massive job cuts, closing down of factories and breaking the traditional Japanese business alliances. He dismantled keiretsu - traditional Japanese supplier network - and concentrated on changing the organizational culture at Nissan.

The case also throws light on some of the other important aspects of Ghosn's managerial abilities.

Issues

Entrepreneurial and leadership qualities of Carlos Ghosn.

Reference Numbers

ICMR	LDEN 020
ECCH	803-046-1
Organization(s)	Nissan
Countries	Japan
Industry	Automobiles
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	4 Pages

**Larry Ellison: The Source of
Oracle's "Wisdom"**

Abstract

This case discusses in detail the leadership qualities of Larry Ellison (Ellison) and his contribution to the Information Technology (IT) industry. It elucidates the entrepreneurial and managerial skills of Ellison. The case also details Ellison's contributions to strengthen the product development, marketing and human resources management at Oracle Corporation. Finally, the case critically examines the negative side of Ellison's leadership and management style.

Issues

Leadership qualities of Larry Ellison.

Reference Numbers

ICMR	LDEN 019
ECCH	803-017-1
Organization(s)	Oracle Corporation
Countries	USA
Industry	Computers and IT
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

**Steve Jobs:
The Silicon Valley Pioneer**

Abstract

The case examines in detail the leadership and entrepreneurial skills of Steve Jobs, CEO of Apple Computers (a leading Information Technology company) and Pixar (a leading US animation studio). Steve's role in shaping the computer industry through Apple's revolutionary products and a few 'unconventional' business practices has been explored in detail. The case also discusses the aspects of Steve's personality that were appreciated by many businessmen and industry leaders. The ups and downs in Steve's career graph and the way in which he overcame the obstacles are discussed in detail. Steve's departure from Apple and his comeback have also been explored in depth.

Issues

A pace setting & authoritative leadership style

Reference Numbers

ICMR	LDEN 018
ECCH	803-020-1
Organization(s)	Apple Computers
Countries	USA
Industry	Computers
Pub/Rev Date	2003
Case Length	16 Pages
TN Length	N/A

Steve Case: The Story of AOL's Architect

Abstract

The case examines the entrepreneurial and leadership skills of Steve Case, the CEO of AOL, the leading US-based online service provider. Case's business ventures during his childhood and teen years and his entry into the online services business are explored in detail. His leadership skills and their contribution to AOL's success have also been studied. The case also throws light on the criticism leveled against Case, especially on account of AOL's acquisition of Time Warner. It also examines the future of Case in light of his resignation as Chairman of AOL Time Warner.

Issues

Overcoming one's own limitations or shortcomings as a leader.

Reference Numbers

ICMR	L DEN 017
ECCH	803-034-1
Organization(s)	AOL TW
Countries	USA
Industry	Media and Entertainment
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

John Chambers: Cisco's Driving Force

Abstract

The case examines the leadership and managerial qualities of John Thomas Chambers (Chambers), who transformed Cisco Systems (Cisco) into a market leader in the global networking industry. The case discusses how Chambers revolutionized the way sales and marketing were handled at Cisco. It details his contributions in transforming Cisco into an e-company and the measures taken by him to attract, recruit and retain human resources. The case also explains how Chambers attempted to develop a customer-oriented, performance-driven yet informal culture at Cisco. Finally, the case describes Chambers' crisis management abilities when he steered Cisco through a bad phase in 2001.

Issues

Leadership qualities and management style of John Chambers.

Reference Numbers

ICMR	L DEN 016
ECCH	803-031-1

Organization(s)	Cisco Systems Incorporated
Countries	USA
Industry	Computer Networking
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

The Rise and Fall of Vivendi Universal's Jean Marie Messier

Abstract

The case examines in detail the circumstances under which Jean Marie Messier (Messier) had to step down as the Chairman of the France-based Vivendi Universal (VU), the world's second largest media company.

The case discusses the problems that Messier, once lauded as one of the world's leading businessmen, had to face and the criticism from French business establishment, French media, industry observers and company shareholders.

In addition, the case explains why Messier's strategic plans for VU failed, and how his inclination towards the American style of management and his views regarding the French way of running businesses led to his downfall.

Issues

Basic beliefs, value system, business philosophy and leadership style of Messier.

Reference Numbers

ICMR	L DEN 015
ECCH	803-039-1
Organization(s)	Vivendi Universal
Countries	France
Industry	Media and Entertainment
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

Leadership: The Bill Gates Way

Abstract

This case discusses in detail the visionary leadership of Bill Gates (Gates) and his contribution to the Information Technology (IT) industry. It explores the entrepreneurial and managerial skills of Gates. The case also details Gates' contribution to strengthen the product development, human resources and marketing management at Microsoft Corporation. Finally, the case examines the nature of the criticism of Gates' leadership style.

Issues

Entrepreneurial and managerial skills of Gates.

Reference Numbers

ICMR	L DEN 014
ECCH	803-043-1
Organization(s)	Microsoft
Countries	USA
Industry	Software
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

Women and Entrepreneurship

Abstract

The case "Women and Entrepreneurship," discusses the entrepreneurial traits of four successful women entrepreneurs/organizations run by women, operating in different fields. It traces their careers from the background in which they set up their businesses to the success they have been able to achieve. It also touches on the difficulties women face in setting up and running businesses and the way in which these women overcame these difficulties.

Issues

Comparison of the entrepreneurial styles of some women entrepreneurs.

Reference Numbers

ICMR	L DEN 013
ECCH	803-033-1
Organization(s)	Mahila Griha Udyog, Balaji Telefilms Limited, Biocon
Countries	India
Industry	Various
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	4 Pages

Shahnaz Hussain: A Successful Indian Woman Entrepreneur

Abstract

The case discusses the growth of the Shahnaz Hussain Group, one of the largest producers of ayurvedic and herbal products in the world. It begins with a personal profile of Shahnaz Hussain and her idea of producing and marketing ayurvedic products as a substitute for chemical cosmetics, which, she believes, do more harm than good. It then traces the growth of her brand from a niche product in the Indian market to a brand retailed in most of the major stores around the world.

The case focuses on the factors that make Shahnaz Husain products what they are and examines Shahnaz's business style. It also takes a look at the subsidiary and ancillary

activities of the Group, like training institutes, Ayurvedic massage centers and health resorts.

Issues

Qualities of a successful woman entrepreneur.

Reference Numbers

ICMR LDEN 012
 ECCH 803-015-1
 Organization(s) Shahnaz Hussain
 Herbals
 Countries India
 Industry Cosmetics and Skin Care
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length N/A

Dhirubhai Ambani and Reliance

Abstract

The case, "Dhirubhai Ambani and Reliance" provides an insight into the entrepreneurial and leadership qualities of Dhirubhai Ambani, the founder of the Reliance Group.

The case starts with a description of the early career of Dhirubhai at Aden and his starting of the Reliance Group in the days of the 'License Raj.' The case describes how Dhirubhai grabbed every opportunity that came his way and built Reliance to a Rs. 620 billion company till the time of his death.

It gives a description of the far sightedness of Dhirubhai. It also showcases his entrepreneurial abilities along with his potential to turn ideas into reality.

Issues

Entrepreneurship.

Reference Numbers

ICMR LDEN 011
 ECCH 803-016-1
 Organization(s) Reliance India Limited
 Countries India
 Industry Various
 Pub/Rev Date 2003
 Case Length 17 Pages
 TN Length N/A

**Ekta Kapoor:
The Queen of Indian Soaps**

Abstract

The case examines the entrepreneurial style of Ekta Kapoor, the driving force behind BTL. It explores the way in which she made BTL one of the most powerful and successful companies in the field of television. The case also discusses aspects of Ekta Kapoor's serials and their impact on BTL's success.

Issues

Entrepreneurship and leadership qualities of a successful woman entrepreneur.

Reference Numbers

ICMR LDEN 010
 ECCH 803-032-1
 Organization(s) Balaji Telefilms Limited
 Countries India
 Industry Media and Entertainment
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length 5 Pages

**The Saga of Lee Iacocca:
From Ford to Chrysler**

Abstract

The case discusses the leadership qualities and management style of Lee Iacocca and how he transformed a near bankrupt company, Chrysler, into one of the leading automobile manufacturers in the world.

The case discusses at length the major achievements of Iacocca at Ford Motors and Chrysler, and critically examines the positive as well as the negative aspects of Iacocca's leadership.

Issues

Differentiating a leader from a manager, leadership style of Lee Iacocca.

Reference Numbers

ICMR LDEN 009
 ECCH 803-021-1
 Organization(s) Ford, Chrysler
 Countries USA
 Industry Automobiles
 Pub/Rev Date 2003
 Case Length 11 Pages
 TN Length N/A

**Lijjat Papad:
Women and Entrepreneurship**

Abstract

The case "Lijjat Papad-Women and Entrepreneurship" describes the successful entrepreneurial venture set up by seven semi-literate women from a small community in rural India.

The case gives an account of the setting up and functioning of the Sri Mahila Griha Udyog Lijjat Papad (SMGULP). It charts the growth of the organization and shows how it became worth Rs. 3 billion in four decades. The objectives of the organization and its core values and principles have also been discussed.

Issues

Entrepreneurial traits of some of the successful women entrepreneurs of India.

Reference Numbers

ICMR LDEN 008
 ECCH 803-014-1
 Organization(s) Mahila Griha Udyog,
 Balaji Telefilms,
 Biocon Group
 Countries India
 Industry Various
 Pub/Rev Date 2003
 Case Length 13 Pages
 TN Length N/A

**Louis V. Gerstner Jr.: The Man
Who Turned IBM Around**

Abstract

The case examines in detail the way in which Louis V. Gerstner transformed one of the most admired companies in the US - IBM, from a loss-making one to a market leader. The case further examines the leadership qualities of Gerstner which contributed to this transformation. It also gives an account of Gerstner's past experiences, and how he learned from those experiences. The case details several measures taken by Gerstner to turn IBM around including customer orientation, reducing work force, decentralizing decision making, developing e-business strategies, etc.

Issues

Role of a leader in reviving a loss making company, change management.

Reference Numbers

ICMR LDEN 007
 ECCH 803-018-1
 Organization(s) IBM
 Countries USA
 Industry Information Technology
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

**Oprah Winfrey:
The Story of an Entrepreneur**

Abstract

The case examines the entrepreneurial skills of Oprah Winfrey, Chairman of the Harpo group of companies and the world's most successful television talk show host. Oprah's childhood, her interests, and her entry into the media world are explored in detail. The case discusses how Oprah, 'with her skill of

soothing souls,' became one of the richest women and most influential personalities in the US and many other parts of the world. The case also talks of the Harpo group's entry into various businesses and comments on Oprah's role in each of them. Oprah's philanthropic ventures are also explored.

Issues

Importance of personal and interpersonal skills for building a business empire.

Reference Numbers

ICMR	L DEN 006
ECCH	803-019-1
Organization(s)	
Countries	USA
Industry	Media and Entertainment
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

Akio Morita: The Man Who Made Sony

Abstract

The case discusses in detail about the leadership style of the co-founder of Sony Corporation - Akio Morita. The case discusses all-important aspects of his leadership style including his ability to imagine, design, implement and innovate new products, marketing, brand management strategies and human resources skills. The case also talks about how Morita adopted globalization and diversification strategies to transform Sony into a global leader in the consumer electronics industry.

Issues

Vision, leadership style, and value system of Akio Morita.

Reference Numbers

ICMR	L DEN 005
ECCH	403-009-1
Organization(s)	Sony
Countries	Japan
Industry	Consumer Electronics
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Michael Dell: The Man Behind Dell

Abstract

The case examines the entrepreneurial and leadership skills of Michael Dell, the CEO and Chairman of leading online PC retailer

DELL. Michael's interests and business ventures during his school days and his entry into the computer business are explored in detail. His leadership skills and their contribution to DELL's success have also been studied. The case also throws light on some of the criticisms leveled against Michael Dell.

Issues

Various aspects of Michael Dell's entrepreneurial and leadership abilities.

Reference Numbers

ICMR	L DEN 004
ECCH	402-015-1
Organization(s)	Dell Computes
Countries	USA
Industry	Computers
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	5 Pages

Narayana Murthy and Infosys

Abstract

The case 'Narayana Murthy and Infosys' describes how Narayana Murthy, set up India's leading software company - Infosys.

Narayana Murthy turned a small software development venture that he had set up with his friends in 1981, into one of the leading companies of the country. Infosys grew rapidly throughout the 1990s.

Narayana Murthy distributed the company's profits among the employees through a stock-option program, and adopted the best corporate governance practices. All this earned him praise and respect.

In 1999, the company became the first Indian firm to be listed on the Nasdaq Stock Market. In 2000, Infosys was poised to become a true global company.

Issues

Leadership style.

Reference Numbers

ICMR	L DEN 003
ECCH	402-017-1
Organization(s)	Infosys
Countries	India
Industry	Infotech
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	4 Pages

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GE and Jack Welch

Abstract

The case 'GE and Jack Welch' talks about the leadership style of Jack Welch, ex-Chairman and CEO of General Electric.

Jack Welch joined GE in 1960, and was named the CEO in 1981. In the initial years as CEO, Jack Welch initiated a restructuring plan, which included massive job cuts, positioning the various businesses as number one or number two in the respective segments, and selling off unprofitable ones.

He dismantled the 29 layers of hierarchy and made GE an informal company. The case also throws light on some of the other important aspects of Jack Welch's strategies like six sigma, globalization, boundary less organization etc.

Issues

Strategies that transformed GE into the most valuable company in the world.

Reference Numbers

ICMR	L DEN 002
ECCH	402-006-1
Organization(s)	GE
Countries	USA
Industry	Various
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	4 Pages

The Ramoji Group

Abstract

The case, 'The Ramoji Group' talks about the group from Andhra Pradesh (India) that became a Rs 15 billion empire under the entrepreneurship of Ramoji Rao.

The case discusses in detail, the various strategies of Ramoji Rao's strategies to expand into the media (print and broadcast), entertainment, foods, films and other industries.

The group seemed successful as it derived synergies from all its varied businesses.

Issues

Entrepreneurial skills

Reference Numbers

ICMR	L DEN 001
ECCH	802-029-1
Organization(s)	Various
Countries	India
Industry	Media and Entertainment
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	4 Pages