

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

### Abstract

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

### Issues

Understand the impact of government decisions on the business environment and foreign investment flows of a country; Appreciate the importance of foreign investment in the economic development of a country; Assess the impact of either nationalization or privatization on the economic development of a country

### Reference Numbers

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

## Corporate Social Responsibility at ONGC

### Abstract

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

### Issues

To gain insights into the corporate social responsibility initiatives at the company; To understand the importance of corporate social responsibility; To know more about the challenges and issues concerning the implementation of CSR initiatives.

### Reference Numbers

ICMR ..... BECG 065  
 ECCH .....  
 Organization(s) ..... ONGC Ltd.  
 Countries ..... India

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

## Exxon Mobil's Riches: Fueling Controversy?

### Abstract

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

### Issues

Understand the issues and allegations faced by Exxon in the wake of rising oil prices in the US; Understand the PR challenges faced by large oil companies; Appreciate the importance of communication and social responsibility for large corporations.

### Reference Numbers

ICMR ..... BECG 064  
 ECCH .....  
 Organization(s) .....  
 Countries .....  
 Industry .....  
 Pub/Rev Date ..... 2006  
 Case Length ..... Pages  
 TN Length .....

## The Tata Group: Integrating Social Responsibility with Corporate Strategy

### Abstract

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

Tata Group is integrating CSR with its business processes in the organization's journey towards business excellence.

### Issues

To provide insights into the concept of Corporate Social Responsibility and study how it has been practiced by the Tata group; Understand the need for integration of various CSR initiatives with key business processes of the company; To highlight the growing importance of CSR as a business imperative; To give insights into concepts like triple bottomline and sustainable development.

### Reference Numbers

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

## The Le Clemenceau Controversy: Business vs. Safety

### Abstract

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

### Issues

Understand the issue of environmental activism and their impact on business and labor practices in developing countries; Understand the conflict between worker safety issues and business interests of the ship-breaking industry.

### Reference Numbers

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

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

#### Abstract

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

#### Issues

Understand the issues and allegations faced by Coca-Cola in Colombia, India, and Mexico; Understand the challenges faced by multinational companies due to the rise in consumer activism; Appreciate the importance of communication and social responsibility for multinational companies that operate across geographic regions and cultures.

#### Reference Numbers

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

### Ethical Issues at Christie's

#### Abstract

Christie's Inc. is a major player in the business of auctioneering. Since its inception in 1766, the auction house has diversified into almost all categories of auctioneering. It also has entered areas like real estate and financing. The case deals primarily with the ethical issues confronting Christie's. The case gives an account of the anti-trust suits that were filed against the auction house. The case also throws light on the cut-throat competition among auctioneers in the top-end market. The case ends with a description of the various controversies - the issue of selling stolen art, not disclosing the holders of Nazi loot, etc., that Christie's has faced in recent times.

#### Issues

Price-fixing deal between the two largest auction houses in the world; Business practices followed in auction houses; Importance of ethics in the management of business; The issues and concerns in the business of auctioneering; The importance of instilling a culture that favors ethical behavior.

#### Reference Numbers

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

### Tesco's Corporate Social Responsibility Initiatives

#### Abstract

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

#### Issues

Examine a company's responsibility towards the society; Understand the importance of social and environmental issues; Determine how a company's stand on social and environmental issues can contribute to enhancing the company's image.

#### Reference Numbers

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

### IKEA's Social and Environmental Responsibility Initiatives

#### Abstract

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

#### Issues

To determine a company's responsibility towards the community and the environment in which it operates; Understand how a company's social and environment initiatives can contribute in enhancing the company's corporate image.

#### Reference Numbers

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



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 (Workbook also available)

## Corporate Social Responsibility at HP

### Abstract

This case discusses the social and environmental initiatives taken by the US based hardware giant - HP. It discusses the vision of the founder David Packard, who believed that social and environment initiatives would in the long run result in the improvement of financial performance and a better corporate image for HP. The case details the activities undertaken by HP's employees to improve the living conditions of the community in which the company operates. It discusses how HP aimed at creating a positive impact of its activities on the environment. The case ends by explaining how the company extended its CSR initiatives to its suppliers.

### Issues

To determine a company's responsibility towards the community and the environment in which it operates; Understand how a company's social and environment initiatives can contribute in enhancing the company's corporate image.

#### Reference Numbers

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

## Sustainable Development at British Petroleum

### Abstract

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

### Issues

Understand the problems faced by companies which are engaged in production and exploration activities that have a negative impact on the environment in the areas where they operate; Understand the role of an oil company in bringing about sustainable development to reduce environmental pollution levels and improve the standard of living of people; Understand the problems involved in transforming an 'oil company' into a 'green company'; Understand the ways through which a company can use its sustainability programs as a tool to increase its revenue generating activities in the long term.

#### Reference Numbers

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

## Ahold's Sustainability Initiatives

### Abstract

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

### Issues

The concept and importance of sustainability and sustainable development; How a company uses sustainability to achieve competitive advantage; How a retail giant uses sustainability to win customers; The importance of corporate social responsibility in business; The environmental implications of retail operations; The importance of following sustainable practices which allow the company as well as its immediate environment to gain from it.

#### Reference Numbers

ICMR ..... BECG 055  
 ECCH ..... 706-020-1

Organization(s) .....  
 Countries ..... Netherlands  
 Industry ..... Retail  
 Pub/Rev Date ..... 2006  
 Case Length ..... 18 Pages  
 TN Length ..... N/A

## Childhood Obesity: Should Junk Food be Regulated?

### Abstract

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

### Issues

Junk food industry and its implications for the childhood obesity issue; Role of government regulations; Self-regulation adopted by various companies through marketing communications, as a preemptive measure against future government regulations; Effects of unethical practices of advertising, i.e., advertising junk food to children.

#### Reference Numbers

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

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

### Hollinger International: The Lord Black Saga

#### Abstract

"Hollinger International - The Lord Black Saga" looks at the troubles at Hollinger International Inc. (HII), a large publishing house which owned several newspaper publications across the world like The Telegraph, The National Post, Sidney Morning Herald, Chicago Sun-Times. From 2001 onwards, there were a series of accusations of fraud, investigations, and lawsuits filed against HII's top executives. The case deals with issues like personal greed, regulatory loopholes and failed internal controls that were responsible for a series of frauds committed by Black and his associates. The importance of corporate governance, shareholder activism and regulatory policies are also highlighted in this case.

#### Issues

Factors that lead to frauds being committed by top executives in a company; Importance of corporate governance policies, board management and internal controls in an increasingly globalized business environment.

#### Reference Numbers

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

### ABB: Providing "Access to Electricity"

#### Abstract

The case discusses the 'Access to Electricity' programs initiated by ABB as part of its Corporate Social Responsibility Activities in a few less developed parts of the world. The program was begun at Ngarambe, a village situated near the Selous Game Reserve in Tanzania. Here, the program was able to bring electricity to Ngarambe and besides, the electrification project helped in the economic and social development of the village while taking care of environmental concerns. ABB used the 'Access to Electricity' project as a learning experience and committed itself to undertaking more such Corporate Social Responsibility activities with the long term aim of generating stable revenues.

#### Issues

Role of a company in bringing about sustainable development in an economically underdeveloped area; Using corporate social responsibility activities to develop competencies; Developing corporate social responsibility activities into revenue generating activities in the long term.

#### Reference Numbers

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

### Sustainability Management at Philips

#### Abstract

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

#### Issues

Understand the concept of sustainability and its relevance in today's businesses; Need for a vision, policy and governance structure in order to achieve the goals of sustainability management; Understand how environmentally and socially responsible behavior leads to sustainable business performance; Develop a framework to measure sustainability initiatives.

#### Reference Numbers

ICMR ..... BECG 051  
 ECCH ..... 706-024-1  
 Organization(s) ..... *Philips*  
 Countries ..... *Netherlands*

Industry ..... *Consumer Electronics*  
 Pub/Rev Date ..... 2005  
 Case Length ..... 26 Pages  
 TN Length ..... N/A

### The Tata Group: Integrating Social Responsibility with Corporate Strategy

#### Abstract

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

#### Issues

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

#### Reference Numbers

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

### CSR Initiatives at HSBC: Making Good Business Sense

#### Abstract

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

## Issues

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

### Reference Numbers

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

## Voxiva's Social Responsibility Initiatives

### Abstract

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

### Issues

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

### Reference Numbers

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

## Cemex's Social Responsibility Initiatives

### Abstract

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

### Issues

Environmental Conservation; Community Welfare, Patrimonio Hoy.

### Reference Numbers

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

## The Recall of Vioxx

### Abstract

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

### Issues

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

### Reference Numbers

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

## The Exxon Valdez Oil Spill

### Abstract

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

### Issues

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

### Reference Numbers

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

"Some regard private enterprise as if it were a predatory tiger to be shot. Others look upon it as a cow that they can milk. Only a handful see it for what it really is - the strong horse that pulls the whole cart."

– Winston Churchill

### KFC in India: Ethical Issues

#### Abstract

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

#### Issues

Illtreatment of animals; Animal rights issues.

#### Reference Numbers

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

### Governance Problems in Citigroup Japan

#### Abstract

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

#### Issues

The importance of good governance in a financial services company.

#### Reference Numbers

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

### Halliburton 'Over Billing' Controversy

#### Abstract

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

#### Issues

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

#### Reference Numbers

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

### Greenpeace: Working for a "Green and Peaceful Future"

#### Abstract

Greenpeace, a non-profit organization is dedicated to improving and preserving the environment and the ecology of planet Earth. In this task, it is helped by thousands of members and volunteers. Most of its funding comes through donations from its supporters, but in this matter, the organization is very

strict about not accepting any donations from organizations, governments or political parties. In recent years, Greenpeace has got a lot of criticism for having too narrow a vision as regards new scientific developments. It has also been accused of caring more for the publicity and less for the issue itself. Greenpeace has tried to remodel itself and to evolve as a more responsible environment conscious organization.

#### Issues

Strategies used by Greenpeace to achieve its goals; The responsibility of businesses towards the environment.

#### Reference Numbers

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

### Royal Dutch/Shell 'Oil Reserves' Controversy

#### Abstract

Royal Dutch/Shell (Shell) has been reportedly involved in inflating its 'proven' oil reserves figures that has significantly tarnished its image as one of the best professionally managed companies in the world. The case provides detailed insights into the role played by the top management at Shell leading to the oil



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reserves controversy. It describes the events leading to Shell's announcement to revise its oil reserves figures. Finally, the case examines a few initiatives taken by the company to restore investor confidence and the lessons to be learned from the controversy.

#### Issues

Unethical business practices.

#### Reference Numbers

ICMR ..... BECG 040  
 ECCH ..... 704-049-1  
 Organization(s) ..... Royal Dutch/Shell  
 Countries ..... Netherlands/UK  
 Industry ..... Oil and Energy  
 Pub/Rev Date ..... 2004  
 Case Length ..... 13 Pages  
 TN Length ..... N/A

### Snow Brand's Unethical Practices in Japan

#### Abstract

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

#### Issues

Loss of customer trust; Importance of crisis management.

#### Reference Numbers

ICMR ..... BECG 039  
 ECCH ..... 704-038-1  
 Organization(s) ..... Snow Brand Milk Products Co. Ltd.  
 Countries ..... Japan  
 Industry ..... Food Products  
 Pub/Rev Date ..... 2004  
 Case Length ..... 15 Pages  
 TN Length ..... 5 Pages

### Trouble in the 'Magic Kingdom': Governance Problems at Disney

#### Abstract

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

#### Issues

Importance of good governance, especially in large companies.

#### Reference Numbers

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

### Boeing's Unethical Practices

#### Abstract

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

#### Issues

Role of the board in ensuring ethical practices.

#### Reference Numbers

ICMR ..... BECG 037  
 ECCH ..... 704-033-1  
 Organization(s) ..... Boeing  
 Countries ..... USA  
 Industry ..... Aerospace

Pub/Rev Date ..... 2004  
 Case Length ..... 10 Pages  
 TN Length ..... 4 Pages

### Procter & Gamble vs. Unilever: A Case of Corporate Espionage

#### Abstract

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

#### Issues

Concepts of competitive intelligence and corporate espionage.

#### Reference Numbers

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

### Governance Issues at the New York Stock Exchange

#### Abstract

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

### Issues

NYSE's working and governance practices.

#### Reference Numbers

ICMR .....	BECCG 035
ECCH .....	704-019-1
Organization(s) .....	NYSE
Countries .....	USA
Industry .....	Securities Trading
Pub/Rev Date .....	2004
Case Length .....	18 Pages
TN Length .....	5 Pages

### Sustainable Development at Alcoa Inc.

#### Abstract

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

### Issues

Sustainable development and its importance to business.

#### Reference Numbers

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

### Canon's 'Kyosei' Philosophy and Social Responsibility Initiatives

#### Abstract

The case discusses in detail the social responsibility initiatives undertaken by the Japanese digital imaging equipment giant - Canon Inc. The case describes how Canon's corporate philosophy - Kyosei - guided the

company's operations and its behavior towards its employees, partners, customers, competitors, environment and the communities in which it operated. It elaborates the way in which Canon practiced the principles of Kyosei. By practicing the philosophy, Canon was globally recognized as one of the most socially responsible corporate citizens.

### Issues

Corporate philosophy and social responsibility.

#### Reference Numbers

ICMR .....	BECCG 033
ECCH .....	704-011-1
Organization(s) .....	Canon Inc.
Countries .....	Japan
Industry .....	Office Automation
Pub/Rev Date .....	2004
Case Length .....	9 Pages
TN Length .....	N/A

### Nestlé's Social Irresponsibility in Developing Nations

#### Abstract

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

### Issues

Corporate social responsibility.

#### Reference Numbers

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

### Dr. Reddy's Foundation for Human and Social Development

#### Abstract

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

### Issues

Corporate Social Responsibility.

#### Reference Numbers

ICMR .....	BECCG 031
ECCH .....	704-002-1
Organization(s) .....	Dr. Reddys Labs
Countries .....	India
Industry .....	Pharmaceuticals
Pub/Rev Date .....	2003
Case Length .....	9 Pages
TN Length .....	4 Pages

### Rio Tinto: The Mining Giant Pollutes Indonesia's Environment

#### Abstract

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

### Issues

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



*Reference Numbers*

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

### The Arun Bajoria – Bombay Dyeing Tussle

**Abstract**

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

**Issues**

SEBI takeover code.

*Reference Numbers*

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

### The Tug of War over Gesco Corporation

**Abstract**

The case "The Tug of War Over Gesco Corporation", traces the various developments that had taken place in the tug of war over Gesco Corp. In October 2000, Abhishek Dalmia made an open offer for 45% stake in Gesco Corp at Rs. 27 per share. Since then, the battle between the Sheths-the promoters

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

– Henry Ford

of Gesco Corp and the Dalmias had strengthened. The late 2000, saw both the sides making offers and counter offers. They had reached a stage where both the groups were fighting a losing battle. The price of the share went up to Rs. 45 per share with the Dalmias' making the last call. In January 2001, good sense prevailed on both the sides and they reached an agreement. By the agreement, the Dalmias' sold their 10.5% stake in Gesco at Rs. 54 per share.

**Issues**

Corporate takeovers.

*Reference Numbers*

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

### The Fall of Arthur Andersen

**Abstract**

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

**Issues**

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

*Reference Numbers*

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

### Pepsi in Burma: A Globalization Catastrophe

**Abstract**

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

**Issues**

Why MNCs take business decisions ignoring social considerations.

*Reference Numbers*

ICMR .....	BECG 026
ECCH .....	703-017-1
Organization(s) .....	Pepsi
Countries .....	USA, Burma
Industry .....	Food & Beverages
Pub/Rev Date .....	2003
Case Length .....	12 Pages
TN Length .....	N/A

### Kraft Food's Fight against Obesity

**Abstract**

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

**Issues**

Social and corporate obligations of food companies.

## Reference Numbers

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

### Wal-Mart: A Case of Employee Discrimination

## Abstract

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

## Issues

Workplace discrimination.

## Reference Numbers

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

### Coca-Cola & Pepsi Harm India's Ecology

## Abstract

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

## Issues

Commercial exploitation of natural resources.

## Reference Numbers

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

### Sexual Harassment at Infosys

## Abstract

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

## Issues

Sexual harassment at the workplace and its legal implications.

## Reference Numbers

ICMR .....	BECG 022
ECCH .....	703-010-1



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Organization(s) .....	Infosys
Countries .....	India
Industry .....	Information Technology
Pub/Rev Date .....	2003
Case Length .....	11 Pages
TN Length .....	4 Pages

### Kmart: Forced Towards Bankruptcy?

## Abstract

The case explores the events that led Kmart, a US-based retailing company that was an integral part of the country's corporate history, to bankruptcy in 2002. The case also takes a brief look at Kmart's reorganization plans and its efforts to emerge from bankruptcy during 2002-03. Finally, the case discusses Kmart's future prospects in the light of its changed strategic game plan and the various problems that still persist.

## Issues

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

## Reference Numbers

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

### Martha Stewart: "The Goddess of Domesticity"

## Abstract

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

## Issues

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

**Reference Numbers**

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

### Reebok: Managing Human Rights Issues Ethically?

**Abstract**

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

**Issues**

Efforts by MNCs to take care of human rights issues.

**Reference Numbers**

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

### Nike's Labor Practices

**Abstract**

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

**Issues**

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

**Reference Numbers**

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

### The McDonald's 'Beef Fries' Controversy

**Abstract**

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

**Issues**

Social responsibility; Truth in advertising; Consumer interest groups.

**Reference Numbers**

ICMR .....	BECG 017
ECCH .....	702-022-1
Organization(s) .....	McDonald's
Countries .....	USA
Industry .....	Food
Pub/Rev Date .....	2002
Case Length .....	11 Pages
TN Length .....	4 Pages

### ITC: The FERA Violation Story

**Abstract**

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

**Issues**

Corporate governance; Unethical practices.

**Reference Numbers**

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

### The Johnson & Johnson Tylenol Controversy

**Abstract**

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

**Issues**

Business ethics; Crisis management.

**Reference Numbers**

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

### Coke – Ethical Issues

**Abstract**

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

**Issues**

Unethical Practices by companies.

**Reference Numbers**

ICMR ..... BECG 014  
 ECCH ..... 702-020-1  
 Organization(s) ..... Coca-Cola  
 Countries ..... USA, Various  
 European Countries  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2002  
 Case Length ..... 11 Pages  
 TN Length ..... 4 Pages

**Reality TV Controversies****Abstract**

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

**Issues**

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

**Reference Numbers**

ICMR ..... BECG 013  
 ECCH ..... 702-018-1  
 Organization(s) ..... Fox TV, Parents TV  
 Council  
 Countries ..... USA  
 Industry ..... Media, Entertainment  
 and Information  
 Pub/Rev Date ..... 2002  
 Case Length ..... 12 Pages  
 TN Length ..... 8 Pages

**The BAT – ITC Tussle****Abstract**

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

**Issues**

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

**Reference Numbers**

ICMR ..... BECG 012  
 ECCH ..... 302-086-1  
 Organization(s) ..... ITC BAT  
 Countries ..... India  
 Industry ..... Food, Beverages  
 and Tobacco

Pub/Rev Date ..... 2002  
 Case Length ..... 10 Pages  
 TN Length ..... 4 Pages

**The Indian Liquor Industry Prohibition Story****Abstract**

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

**Issues**

Prohibition and its consequence; Ethical dilemma of the governments in prohibition

**Reference Numbers**

ICMR ..... BECG 011  
 ECCH ..... 702-009-1  
 Organization(s) .....  
 Countries ..... India  
 Industry ..... Food  
 Pub/Rev Date ..... 2002  
 Case Length ..... 8 Pages  
 TN Length ..... 5 Pages

**The T-Series Story****Abstract**

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

**Issues**

Music piracy; Music industry in India; Ways to deal with music piracy

**Reference Numbers**

ICMR ..... BECG 010  
 ECCH ..... 702-008-1  
 Organization(s) ..... T-Series, HMV, Venus,  
 Super Cassettes, IMI  
 Countries ..... India  
 Industry ..... Media, Entertainment &  
 Information  
 Pub/Rev Date ..... 2002  
 Case Length ..... 7 Pages  
 TN Length ..... 4 Pages

**The Bhopal Gas Tragedy****Abstract**

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

**Issues**

Corporate social responsibility

**Reference Numbers**

ICMR ..... BECG 009  
 ECCH ..... 702-006-1  
 Organization(s) ..... Union Carbide India Ltd  
 Countries ..... India  
 Industry ..... Chemicals  
 Pub/Rev Date ..... 2002  
 Case Length ..... 8 Pages  
 TN Length ..... 4 Pages

**The Tata Tea – ULFA Story****Abstract**

The case outlines the problems faced by the Indian tea industry due to militancy in Assam. The case explores in detail the problems Tata Tea faced following allegations that it was funding militants. The case also presents arguments put forth by the company as well as the Assam government in the debate on 'militant-funding vs. protection payment'.

**Issues**

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

**Reference Numbers**

ICMR ..... BECG 008  
 ECCH ..... 202-016-1  
 Organization(s) ..... Tata Tea  
 Countries ..... India  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2002  
 Case Length ..... 9 Pages  
 TN Length ..... 5 Pages

**The Napster Controversy****Abstract**

The case examines the legal battle between the website Napster.com and the Recording Industry Association of America in the

late 1990s to 2000. The legal and ethical viewpoints of both the parties involved in the controversy are presented.

**Issues**

Intellectual Property Rights, Business ethics

*Reference Numbers*

ICMR ..... BECG 007  
 ECCH ..... 702-002-1  
 Organization(s) ..... Napster.com,  
 Recording Industry  
 Association of America  
 Countries ..... USA  
 Industry ..... Media and Entertainment  
 Pub/Rev Date ..... 2002  
 Case Length ..... 5 Pages  
 TN Length ..... 4 Pages

**Microsoft Antitrust Case**

**Abstract**

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

**Issues**

Monopolistic practices.

*Reference Numbers*

ICMR ..... BECG 006  
 ECCH ..... 702-013-1  
 Organization(s) ..... Microsoft Corporation,  
 Department of Justice  
 Countries ..... USA  
 Industry ..... Information Technology  
 Pub/Rev Date ..... 2002  
 Case Length ..... 8 Pages  
 TN Length ..... 4 Pages

**Firestone Tire Controversy**

**Abstract**

The case 'The Firestone Tire Controversy' gives an overview of the controversy involving the US automobile giant, Ford and the Japanese tire manufacturer, Bridgestone/Firestone. By 2001, 174 people were killed in the accidents and crashes involving the Ford Explorer Sport Utility Vehicle which was equipped with Firestone tires. This led to the recall of tires by Firestone and it stopped supplying tires to Ford. Firestone alleged that the problem was with the Ford Explorer and not Firestone tires. Ford defended the safety

of the Explorer and alleged that it was the defective tires that led to the accidents and recalled 13 mn. tires for replacement.

**Issues**

Product safety; Product liability.

*Reference Numbers*

ICMR ..... BECG 005  
 ECCH ..... 702-012-1  
 Organization(s) ..... Firestone Tire  
 Company, NHTSA,  
 Bridgestone Corporation  
 Countries ..... USA  
 Industry ..... Automobile Industry  
 Pub/Rev Date ..... 2002  
 Case Length ..... 11 Pages  
 TN Length ..... 4 Pages

**BALCO: The Disinvestment Story**

**Abstract**

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

**Issues**

Role of central and state governments in the disinvestment process.

*Reference Numbers*

ICMR ..... BECG 004  
 ECCH ..... 202-012-1  
 Organization(s) ..... BALCO  
 Countries ..... India  
 Industry ..... Metals & Mining  
 Pub/Rev Date ..... 2002  
 Case Length ..... 9 Pages  
 TN Length ..... 4 Pages

**Indian Hotels –  
 Ajit Kerkar Controversy**

**Abstract**

The case focuses on the rise and fall of Ajit Kerkar, the former Chairman and Managing Director of Indian Hotels Co. Ltd. The case briefly discusses the various allegations of

FERA violations leveled against Kerkar, which led to his downfall. It also mentions how the Tatas themselves had blown the whistle by providing the RBI with all the documents pertaining to Kerkar's violations.

**Issues**

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

*Reference Numbers*

ICMR ..... BECG 003  
 ECCH ..... 702-007-1  
 Organization(s) ..... Indian Hotels,  
 Tata Group  
 Countries ..... India  
 Industry ..... Food, Beverages &  
 Tobacco  
 Pub/Rev Date ..... 2002  
 Case Length ..... 5 Pages  
 TN Length ..... 4 Pages

**Ban of Tobacco Ads by the  
 Government of India**

**Abstract**

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

**Issues**

Social Responsibility

*Reference Numbers*

ICMR ..... BECG 002  
 ECCH ..... 301-178-1  
 Organization(s) ..... ITC, Philip Morris  
 Countries ..... India  
 Industry ..... Food and Tobacco  
 Pub/Rev Date ..... 2001  
 Case Length ..... 7 Pages  
 TN Length ..... 5 Pages

**The Enron Saga**

**Abstract**

The case 'The Enron Saga' outlines the problems faced by Enron in starting its operations in India-the legal, political and economic forces at play during the early 1990s. The case is an example of how Enron surmounted the different hurdles and made the project viable under the then prevailing business environment in India. The case outlines the various events from the time the MoU was signed till the final clearance.

**Issues**

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

*Reference Numbers*

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

**Corporate Governance at Ahold****Abstract**

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

**Issues**

The importance of good corporate governance practices in business; The need for a control and reporting system to foster good governance; The importance of strong ethical standards in business.

*Reference Numbers*

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

**Governance Problems at Morgan Stanley****Abstract**

The case discusses the rise and fall of Phil Purcell in Morgan Stanley, one of the largest investment banking companies in the US. It examines how Purcell assumed the role of CEO of the company after the merger of Morgan Stanley with Dean Witter and went on to fill the company's governing board with his loyalists. Purcell was severely criticized for the way he handled people in Morgan Stanley which led to the exodus of talented employees. During his tenure as the CEO,

Morgan Stanley got involved in several legal problems. A group of former Morgan Stanley executives started campaigning against Purcell and succeeded in ousting him from the company. After Purcell left, ex-president John Mack came back to Morgan Stanley.

**Issues**

Examine the corporate governance practices at Morgan Stanley under Purcell; Problems faced by Morgan Stanley under Purcell; Reasons for the ouster of Purcell.

*Reference Numbers*

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

**Sinopec Corporation of China****Abstract**

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

**Issues**

Corporate governance practices followed by leading companies like Sinopec.

*Reference Numbers*

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

**Alacrity Housing: Ethics First****Abstract**

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

The company started operations as a consultancy and later entered the housing construction industry. Alacrity behaved in a strictly ethical manner and valued ethical practices over profits. The Indian construction industry was highly corrupt with bribery for licenses/permissions, cost and time overruns, black money transactions etc., but Alacrity had gained reputation as the most ethical builder in a short time.

**Issues**

Ethical practices leading to business success.

*Reference Numbers*

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

**Corporate Governance at Infosys****Abstract**

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

**Issues**

Corporate governance in an IT company.

*Reference Numbers*

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