

## 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

To compare and contrast the strategies followed by two CEOs of a large technology firm; To understand the impact of a change in leadership on a company's strategy; To 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

To understand the relationship between leadership and growth in large and diversified companies; To study the effects of a change in leadership on company strategy and culture; To compare the leadership styles of two leaders of a large business conglomerate and to analyze the effectiveness of their individual

styles; To understand the interrelationships between leadership style, organizational culture, corporate strategy, and the external environment; To appreciate the need for a formal and detailed succession planning system in large companies; To 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

To 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; To analyze the relationship between leadership and growth; To appreciate the effect of changing business environmental scenarios on companies and the need to respond to these changes rapidly; To examine the relationship between innovation and success, and to understand that developing cutting edge products does not automatically translate into financial success; To understand the importance of flexible business models, especially in markets with rapidly evolving technologies.

*Reference Numbers*

<i>ICMR</i> .....	<i>LDEN 039</i>
<i>ECCH</i> .....	
<i>Organization(s)</i> .....	<i>Sun Microsystems</i>
<i>Countries</i> .....	<i>USA</i>
<i>Industry</i> .....	<i>Information Technology</i>
<i>Pub/Rev Date</i> .....	<i>2006</i>
<i>Case Length</i> .....	<i>14 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

### 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*

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

### 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*

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

### 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*

<i>ICMR</i> .....	<i>LDEN 036</i>
<i>ECCH</i> .....	<i>805-060-1</i>
<i>Organization(s)</i> .....	<i>Tesco</i>
<i>Countries</i> .....	<i>UK</i>

<i>Industry</i> .....	<i>Retailing</i>
<i>Pub/Rev Date</i> .....	<i>2005</i>
<i>Case Length</i> .....	<i>20 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

### 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



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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

### 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

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

– Kenneth H. Blanchard

## 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 ..... LDEN 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 ..... LDEN 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.



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*Reference Numbers*

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

### 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*

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

### 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*

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

### 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' and 'authoritative' leadership style.

*Reference Numbers*

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

*"Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes."*

– Peter F. Drucker

### 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*

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

### 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



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### 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 Hussain 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 .....	L DEN 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

*"Leaders look beyond the current situation - beyond what is to what could be. That's why leadership is all about change. It's why leadership is action, not a position."*

– Jim Clemmer

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

*"A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him....But of a good leader who talks little when his work is done, his aim fulfilled, they will say, "We did it ourselves."*

– Lao Tzu

### 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 .....	LDEN 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 .....	LDEN 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

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