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Human Resource Management & Organizational Behavior (HRM & OB)

Bata India's HR Problems

Abstract

The case study focuses on the HR problems faced by Bata India. Labor strife and the management's inability to deal with it effectively has resulted in huge losses for the company. After a brief turnaround of four years (1996-1999), Bata was once again moving towards declining path. The case highlights various HR and industrial relations issues which Bata has to immediately deal with in order to have productive workforce.

Issues

HR and IR issues, MNCs experiences in India.

Reference Numbers

ICMR HROB001

ECCH 401-022-1

Organization(s) Bata India Ltd.

Countries India

Industry Shoes and Apparel

Pub/Rev Date 2001

Case Length 6 pages

TN Length 5 pages

HR Restructuring – The Coca Cola & Dabur Way

Abstract

The case study 'HR Restructuring – The Coca-Cola and Dabur Way' looks at the human resource restructuring exercises taken up Coca-Cola and Dabur in the late 1990s. The case essentially brings out the different circumstances that led to the restructuring and the repercussions of the exercise. The case is designed to make the students appreciate the diverse circumstances that led to the HR restructuring exercise at Coca-Cola and Dabur.

Issues

HR restructuring at Coca Cola & Dabur.

Reference Numbers

ICMR HROB003

ECCH 402-007-1

Organization(s) Coca Cola India Limited, Dabur

Countries India

Industry Food, Beverages

Pub/Rev Date March 2002

Case Length 7 pages

TN Length 4 pages

SAIL's Voluntary Retirement Scheme

Abstract

Voluntary retirement scheme (VRS) is one of the least studied phenomena in both business and academia. The case study focuses on the VRS introduced by Steel Authority of India Limited (SAIL). Since financial year 1998-1999, SAIL had been incurring huge losses. One of the major reasons for the losses was its high manpower cost. To deal with the situation, McKinsey advised SAIL to reduce its workforce from 1, 70,000 to 1, 00,000 by 2003. The case deals at length with various VRS schemes launched that SAIL launched its staff education initiatives and the problems faced by the company while implementing VRS.

Issues

Implementation and implications of VRS.

Reference Numbers

ICMR HROB002

ECCH 401-030-1

Organization(s) SAIL

Countries India

Industry Steel

Pub/Rev Date 2001

Case Length 7 pages

TN Length 4 pages

Philips India – Labor Problems at Salt Lake

Abstract

The case studies the labor problems of the Philips India Limited's (PIL) Salt Lake factory in Kolkatta, India, around 1998 when differences with workers led to declining production and losses. When PIL's management decided to sell the factory, the Union objected and made a counter bid. Highlighting the problems between PIL and its workers, the case examines the reasons behind the conflict.

Issues

Industrial relations, workers participation in management.

Reference Numbers

ICMR HROB004

ECCH 402-018-1

Organization(s) Philips India

Countries India

Industry Consumer Goods & Services

Pub/Rev Date 2002

Case Length 6 pages

TN Length 5 Pages

The Indian Call Center Journey

Abstract

The case provides a detailed insight into the reasons behind the Indian Call Center (CC) industry in not being as successful as was expected by analysts. Outlining the CC industry history, concept and functioning, the industry's problems on the human resources front are explored in detail.

Issues

HR Problems faced in the Indian Call Centers.

Reference Numbers

ICMR	HROB005
ECCH	402-019-1

Organization(s)	-
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Countries	India
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Industry	IT Enabled Services, BPO
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Pub/Rev Date	2002
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Case Length	8 pages
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TN Length	4 pages
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The State Bank of India VRS

Abstract

The case 'The State Bank of India VRS' is intended to provide a detailed insight into the developments after leading Indian public sector bank SBI decided to implement a VRS. The case examines in detail the reasons for SBI's employees protesting against the VRS and the post-VRS scenario.

Issues

Manpower planning, Voluntary Retirement Schemes.

Reference Numbers

ICMR	HROB007
ECCH	402-004-1

Organization(s)	State Bank of India
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Countries	India
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Industry	Banking and Finance
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Pub/Rev Date	2001
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Case Length	7 pages
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TN Length	4 pages
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Indian Airlines' HR Problems

Abstract

The case 'Indian Airlines' HR problems', examines the causes of the HR problems faced by Indian Airlines. The case reveals how poor management and stubborn work force can drive a monopoly into losses. The case also throws light on other lapses such as poor canteen management and payment of excessive allowances. The case is so structured as to enable students to understand why and how Indian Airlines was constantly plagued by HR problems.

Issues

HR problems in government owned units, airlines.

Reference Numbers

ICMR	HROB006
ECCH	401-031-1

Organization(s)	Indian Airlines
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Countries	India
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Industry	Aviation and Airlines
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Pub/Rev Date	2001
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Case Length	7 pages
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TN Length	4 pages
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Change Management at ICICI

Abstract

The case examines the process of change management at the Industrial Credit and Investment Corporation of India (ICICI), a leading development finance institution, after K.V. Kamath took over as managing director and chief executive officer in May 1996 and following the merger of its subsidiary, ICICI Bank and Bank of Madura in December 2000. It reveals the importance of change management for the former and how effective management of change could bring out best results from the employees in the case of latter.

Issues

Change Management.

Reference Numbers

ICMR	HROB008
ECCH	402-014-1

Organization(s)	ICICI
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Countries	India
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Industry	Financial Services
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Pub/Rev Date	2002
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Case Length	10 pages
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TN Length	4 pages
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Reorganizing HP

Abstract

The case discusses the problems faced by HP during the mid 1990s due to its highly decentralized organization structure. The case also analyzes the aggressive management reorganization plan implemented by CEO Carly Fiorina and its effect on the company.

Issues

Need to alter organization structure to facilitate growth, coordination and control.

Reference Numbers

ICMR	HROB009
ECCH	402-026-1

Organization(s) HP

Countries USA

Industry IT

Pub/Rev Date 2002

Case Length 10 pages

TN Length 4 pages

Microsoft – Discrimination at the Workplace

Abstract

The case examines the charges of gender/racial discrimination and sexual harassment against leading IT company Microsoft. It explores in detail the treatment meted out to female employees in the company's initial years and the measures Microsoft took to improve the work culture of the organization. The case also discusses the lawsuits against Microsoft that allege racial discrimination, and analyzes the implications of such changes for the company.

Issues

Discrimination and harassment at the workplace.

Reference Numbers

ICMR	HROB011
ECCH	402-016-1

Organization(s) Microsoft Corporation

Countries USA

Industry Information Technology

Pub/Rev Date 2002

Case Length 10 pages

TN Length 4 pages

Wipro's PCMM – Level 5 Certification

Abstract

The case examines the HR measures taken by software major Wipro to get itself assessed on the PCMM standards. The case also discusses the evolution of CMM and PCMM standards besides examining the potential benefits for Wipro after the certification.

Issues

The importance of quality standards such as PCMM for a software firm.

Reference Numbers

ICMR	HROB010
ECCH	402-022-1

Organization(s) Wipro, Software Engineering Institute (SEI)

Countries India

Industry Information Technology

Pub/Rev Date 2002

Case Length 10 pages

TN Length 4 pages

HP at Cultural Crossroads

Abstract

The case discusses HP's organization culture and the role of 'HP Way' in strengthening it. It also discusses the steps implemented by the new CEO Carly Fiorina in a bid to cut costs and improve the financial performance of HP, which proved to be a major departure from HP's long cherished culture.

Issues

Evolution of culture in a large organization, Implications of radical cultural change.

Reference Numbers

ICMR	HROB012
ECCH	402-025-1

Organization(s) HP

Countries USA

Industry IT

Pub/Rev Date 2002

Case Length 10 pages

TN Length 4 pages

Netscape's Work Culture

Abstract

The case discusses the organizational culture of Netscape, one of the leading Web browser companies. The case discusses various aspects of the culture that contributed to the success of the company. In 1998, America Online acquired Netscape Communications. The case examines the post-merger culture at Netscape and the impact of the new culture on Netscape employees.

Issues

Role of culture in the success of a software company, cultural problems after mergers.

Reference Numbers

ICMR HROB013

ECCH 402-023-1

Organization(s) Netscape

Countries USA

Industry Information Technology

Pub/Rev Date 2002

Case Length 12 pages

TN Length 4 pages

Xerox – People Problems

Abstract

The case study discusses the problems faced by leading document management company, Xerox, as a result of a change in the leadership and work culture. The case explores in detail the problems that arose during the tenures of Paul Allaire as well as Rick Thoman. The case also mentions briefly the steps taken by the current CEO Anne Mulcahy to bring back the company to its erstwhile glory and restore employee confidence.

Issues

Importance of treating HR as an integral part of the organizational setup.

Reference Numbers

ICMR HROB015

ECCH 402-020-1

Organization(s) Xerox Corporation

Countries USA

Industry Office Automation Products

Pub/Rev Date 2002

Case Length 9 pages

TN Length 4 pages

Recruiting – The Cisco Way

Abstract

The case examines various changes brought about by global networking major, Cisco, in its recruitment policies in the mid-1990s. It details the various tools adopted by the company to attract the best talent and examines how the company benefited from them. The case also discusses the emergence of e-recruitment as a strategic tool for IT companies in the changing business environment.

Issues

Importance of human resources in the information technology industry.

Reference Numbers

ICMR HROB014

ECCH 402-024-1

Organization(s) Cisco

Countries USA

Industry Computer Networking

Pub/Rev Date 2002

Case Length 8 pages

TN Length 4 pages

Employee Downsizing

Abstract

The case examines the increase in employee downsizing across the world in the late 20th and early 21st century. The case discusses in detail the downsizing concept and explores its positive and negative impact on both, organization and employees. The case also examines the 'best practices' regarding downsizing and the steps downsized employees need to take, to overcome the trauma of being downsized and to find other jobs. It also discusses concepts such as flexible working arrangements and contingent employment that are being adopted by many companies to avoid the negative impact of downsizing.

Issues

Circumstances that led to the adoption of downsizing practices across the world.

Reference Numbers

ICMR HROB016

ECCH 402-048-1

Organization(s) Various

Countries USA, France, Germany

Industry Various

Pub/Rev Date 2002

Case Length 13 pages

TN Length 6 pages

Personal Appearance – The Changing HR Norms

Abstract

The case explores the changing trends in corporate dress codes the world over and the role of a company's HR department in this context. The reasons for the growing popularity of casual attire at the workplace since the 1990s, especially in the US, are examined in detail. The case also provides an in depth analysis of arguments for and against allowing casual dressing at corporate offices. The case concludes with a note on the ways of striking a balance between casual and formal attire and proposes 'appropriate business attire.'

Issues

Issues and implications regarding personal appearances across the business world.

Reference Numbers

ICMR HROB017

ECCH 402-049-1

Organization(s) Various

Countries India, USA, Others

Industry Various

Pub/Rev Date 2002

Case Length 10 pages

TN Length 4 pages

Flexible Work Options

Abstract

The case examines the reasons for the growing popularity of flexible work options (FWOs) in several organizations across India. It examines in detail the FWOs offered by various companies in India including HP India, P&G India and ICICI. The case also discusses the concept of FWOs and its evolution, and its advantages and disadvantages for employers and employees. Finally, it also examines the future of FWOs in India and identifies some industries that encourage this option.

Issues

Flexible work options in India – Need, Advantages, and Disadvantages.

Reference Numbers

ICMR HROB018

ECCH 402-050-1

Organization(s) Various

Countries India

Industry Various

Pub/Rev Date 2002

Case Length 11 pages

TN Length 4 pages

The Corporate Glass Ceiling

Abstract

The case deals with the concept of 'glass ceiling,' which prevents women from reaching top management positions in the corporate world. It explains the concept in detail and examines the various reasons that prevent women from reaching the top management. The case gives several examples of women who have reached top management positions in the US and in India.

Issues

Factors that have brought corporate glass ceiling into existence.

Reference Numbers

ICMR HROB019

ECCH 403-012-1

Organization(s) Various

Countries India, USA

Industry Various

Pub/Rev Date 2003

Case Length 12 pages

TN Length 4 pages

CEO Compensation Controversy

Abstract

The case discusses the reasons behind the high compensation of top executives and CEOs in particular. It examines the evolution of the CEO compensation structure over the years, and why it has become a controversial issue. The case also examines the various components of the compensation structure of a CEO and the implications of high CEO compensation on the performance of the organization and on the morale of lower level employees. Finally, the case suggests some measures to solve the controversy.

Issues

Various factors that influence, or are responsible for, high CEO compensation.

Reference Numbers

ICMR HROB020

ECCH 403-015-1

Organization(s) Various

Countries

Industry Various

Pub/Rev Date 2003

Case Length 9 pages

TN Length 4 pages

Southwest Airlines' Organizational Culture

Abstract

The case "Southwest Airlines' Organizational Culture" gives an account of the development of the organizational culture of Southwest Airlines. The case starts with the background of Southwest and its development over the years. The case explains the unique culture of Southwest, and how it has helped Southwest to face challenges. The case also describes how Southwest responded to the situation arising out of the September 11 terrorist attacks which dealt a severe blow to the airline industry. Southwest's response to the crisis was shaped by its organizational culture, which laid emphasis on taking care of employees and building relationships. The influence of the leadership of Southwest on its culture is also explained.

Issues

Role played by leadership in shaping an organization's culture.

Reference Numbers

ICMR HROB021

ECCH 403-025-1

Organization(s) Southwest Airlines

Countries USA

Industry Airlines

Pub/Rev Date 2003

Case Length 14 pages

TN Length 5 pages

3M's Organizational Culture

Abstract

The case examines the organizational culture at 3M and the way in which it facilitated innovation at 3M. The policies and mechanisms adopted by 3M's management to encourage the spirit of innovation in its employees are also discussed. The case takes a close look at 3M's environment of innovation; the culture of knowledge sharing; and the reward system. It also discusses the steps implemented by the new CEO, James McNerney, to accelerate growth at 3M. The impact of cultural change at 3M on the spirit of innovation is also discussed.

Issues

Strategies for developing a culture of innovation in an organization.

Reference Numbers

ICMR HROB022

ECCH 403-041-1

Organization(s) 3M

Countries USA

Industry Manufacturing

Pub/Rev Date 2003

Case Length 15 pages

TN Length 4 pages

Nokia – Fostering Innovation

Abstract

The case describes the organizational culture at Nokia and explains how it helped the company become one of the most innovative ones in the industry. The focus of the case is on innovation and how, by constantly upgrading and introducing new features Nokia became the market leader in the mobile phone market. The case discusses the factors which helped Nokia become the biggest player in the mobile phone market: the culture of the company, its human resource philosophy and the organization of its R&D.

Issues

Factors that contributed to a unique culture focused on innovation and creativity.

Reference Numbers

ICMR HROB023

ECCH 403-040-1

Organization(s) Nokia

Countries Finland

Industry Mobile Telecommunication

Pub/Rev Date 2003

Case Length 13 pages

TN Length 4 pages

The Fall of Arthur Andersen – Organizational Culture Issues

Abstract

Arthur Andersen's culture popularly known as the 'Andersen Way' made it one of the leading consulting firms in the world. The 'Andersen Way' represented a culture of integrity and ethics in business. The case discusses the evolution of this culture and also its deterioration (over the decades) due to internal conflicts (between the audit and consulting groups) and changing business dynamics during the 1990s. It examines how and why one of the world's most respected auditing firms got entangled in a web of controversies and accounting scandals by the early 2000s, which eventually led to its demise.

Issues

Effects of internal conflicts in an organization on its performance and survival.

Reference Numbers

ICMR HROB024

ECCH 403-049-1

Organization(s) Arthur Anderson

Countries USA

Industry Consulting

Pub/Rev Date 2003

Case Length 11 pages

TN Length No

Johnson and Johnson's Health and Wellness Program

Abstract

The case discusses the increasing importance given to Health and Wellness Program (HWP) by corporates in order to limit the rising health care costs of employees. The case describes in detail the components of HWP introduced by the pharma major, Johnson and Johnson (J&J). The case provides detailed information about how J&J went about implementing the HWP, the initial hurdles faced and the benefits reaped after the implementation. The case also talks about the initiatives taken by J&J to significantly enhance the health and well-being of its employees in the new millennium.

Issues

Tangible and intangible benefits reaped by implementing HWP.

Reference Numbers

ICMR	HROB025
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ECCH	403-026-1
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Organization(s)	Johnson and Johnson
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Countries	USA
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Industry	Consumer Goods
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Pub/Rev Date	2003
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Case Length	14 pages
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TN Length	No
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Pink Slip Parties – A New Human Resource Buzzword

Abstract

The case examines the emergence of the concept of pink slip parties and its growing popularity during the early 21st century on account of the slump in the IT industry. The case discusses in detail the concept of pink slip parties and examines the benefits they offer to both job seekers as well as recruiters. It explores the effectiveness of these parties in extending the much-needed emotional and career support to laid-off employees. The case also discusses the concept of layoff lounges and other job assistance websites that offered support to laid off employees during the early 21st century.

Issues

Pink slip parties and their growing popularity across US.

Reference Numbers

ICMR	HROB026
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ECCH	403-014-1
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Organization(s)	Various
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Countries	USA
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Industry	Various
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Pub/Rev Date	2003
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Case Length	9 pages
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TN Length	No
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The Taj People Philosophy and Star System

Abstract

The case discusses the people practices, also known as the Taj People Philosophy (TPP), at the Taj Group of Hotels. The case explains the various components of the philosophy. The case also discusses the 'Special Thanks and Recognition System' (STARS), a recognition and reward system for employees adopted by the group. It details the various benefits reaped by the employees as well as the organization through TPP and STARS.

Issues

STARS program and its overall implications for the Taj Group, People management.

Reference Numbers

ICMR	HROB027
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ECCH	403-019-1
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Organization(s)	Taj Group
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Countries	India
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Industry	Hospitality
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Pub/Rev Date	2003
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Case Length	9 pages
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TN Length	No
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Human Resource Management System Reforms at Matsushita

Abstract

The case discusses in detail about the reforms in the liberal human resource management policies at Matsushita and the lifetime employment policy at Japanese corporations. Matsushita was a traditional Japanese company that followed the policy of lifetime employment. However, due to various problems like falling revenues, company posting losses and slowdown in the global economy, the company was forced to change its employment policy. The case discusses how Nakamura, the President of Matsushita, introduced a new personnel system at the company with the objective of reducing human resources costs to the company. Finally, the case talks about the benefits reaped by the new system.

Issues

Changes in the employment policies at Matsushita, implications of HR restructuring.

Reference Numbers

ICMR	HROB028
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ECCH	403-010-1
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Organization(s)	Matsushita and other Japanese companies
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Countries	Japan
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Industry	Consumer Electronics
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Pub/Rev Date	2003
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Case Length	13 pages
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TN Length	No
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ESOPs – A Tool for Employee Retention?

Abstract

The case examines the emergence of ESOPs as an employee retention tool across the world in the late 20th century. The case discusses the concept of ESOPs and explores its efficacy as a retention tool. The impact of the technological downturn on the global corporate world, the stock market, has been, discussed in detail. The case also illustrates how ESOPs were used in some organizations for increasing employee productivity and controlling turnover. It also discusses various other employee retention tools that can be adopted by organizations for employee retention.

Issues

ESOPs as a tool for employee retention.

Reference Numbers

ICMR HROB029

ECCH 403-013-1

Organization(s) Various

Countries India, USA

Industry Various

Pub/Rev Date 2003

Case Length 10 pages

TN Length No

Training Employees of IBM through E-Learning

Abstract

The case explains in detail the concept of 'e-learning' – the new mode of employee training adopted by IBM. The case discusses in detail about how IBM implemented different e-learning programs for different groups of employees, based on their requirements. The company implemented the 'Basic Blue' program for its new managers, which was based on a four-tier learning model. 'Sales Compass' was a program designed for its sales team which provided critical information to the sales personnel that helped them to improve their selling skills and consequently the sales. Managing@IBM was an exclusive program designed for experienced managers which offered 'just-in-time' performance support to the managers. Finally, the case talks about the benefits reaped by IBM from its e-learning initiatives and about its future endeavors in this field.

Issues

Various methods of employee training, advantages and disadvantages of e-learning.

Reference Numbers

ICMR HROB030

ECCH 403-011-1

Organization(s) IBM

Countries USA

Industry Information Technology

Pub/Rev Date 2003

Case Length 13 pages

TN Length No

Human Resource Accounting in Infosys

Abstract

This case examines the various models of human resources accounting (HRA) for valuing human assets in an organization. It gives an overview of the HRA models adopted by the public sector and software companies in India. The case also explains in detail the HRA model adopted by Infosys, a leading software company in India. Finally, the case mentions the advantages and the hurdles in adopting HRA models in India.

Issues

Human Resources Accounting Models.

Reference Numbers

ICMR HROB031

ECCH 403-008-1

Organization(s) Infosys

Countries India

Industry Software

Pub/Rev Date 2003

Case Length 12 pages

TN Length 6 pages

Reorganizing ABB – From Matrix to Consumer-Centric Structure (A)

Abstract

The case discusses the matrix organization structure of the Switzerland-based ABB, a global electrical engineering company. It explains in detail the four management levels in the structure and clearly identifies the roles and responsibilities of the management at each level. The case also explains the rationale behind developing the matrix structure and the subsequent changes made in it till 1996. Finally, it discusses the positive as well as negative strategic and HR implications of the structure on the organization.

Issues

Structural elements in the matrix structure, their interrelationships and implications for the firm.

Reference Numbers

ICMR (RECLASSIFIED - BSTR151)

ECCH 303-156-1

Organization(s) ABB

Countries Switzerland

Industry Diversified

Pub/Rev Date 2003

Case Length 14 pages

TN Length No

Reorganizing ABB – From Matrix to Consumer-Centric Structure (B)

Abstract

The case discusses the organizational restructuring of Switzerland-based ABB during the period 1998 to 2002. It discusses in detail Goran Lindahl's organizational restructuring, Jorgen Centerman's customer-centric structure, and the changes Jurgen Dormann made in the customer-centric structure. The case also explains the benefits reaped and problems faced by ABB after each restructuring exercise. It also details the strategic and HR implications for ABB due to frequent organizational restructuring.

Issues

Need for, and objectives of frequent organizational restructuring.

Reference Numbers

ICMR	(RECLASSIFIED - BSTR152)
ECCH	303-157-1

Organization(s) ABB

Countries Switzerland

Industry Diversified

Pub/Rev Date 2003

Case Length 12 pages

TN Length No

Human Resource Management – Best Practices at FedEx Corporation

Abstract

The case examines FedEx Corporation's various innovative HR practices, which earned it the reputation of being one of the most employee-friendly companies in the world. The case gives an overview of the best practices employed by the company in the recruitment, selection, training and development of employees. It also details the performance appraisal system and employee retention strategies of FedEx. Finally, the case reviews the benefits reaped by the company because of its employee friendly HR practices.

Issues

HR best practices and their benefits.

Reference Numbers

ICMR	HROB034
ECCH	403-063-1

Organization(s) FedEx Corporation

Countries USA

Industry Logistics

Pub/Rev Date 2003

Case Length 12 pages

TN Length No

Microsoft's People Problems

Abstract

The case examines the growth of Microsoft Corp. from a small partnership startup to a global software firm. It discusses the changes that occurred in the culture of Microsoft as a result of its growth, and how these changes affected the employees of the company. The late 1990s saw a rise in the voluntary attrition rate at Microsoft. The case discusses the reasons for this increase and its effects on the company. It also talks about some other human resources problems experienced by Microsoft, such as the problem of recruiting new employees and the allegations of discrimination. Further, the case describes the efforts undertaken by the company to retain employees, notably, the restructuring of the company into seven new customer-focused divisions and changes made in the compensation policy.

Issues

Impact of a rapid growth on the culture of a company.

Reference Numbers

ICMR	HROB035
ECCH	403-062-1

Organization(s) Microsoft Corporation

Countries USA

Industry Software

Pub/Rev Date 2003

Case Length 15 pages

TN Length 4 Pages

Nucor Corp's Organizational Culture

Abstract

The case examines the organizational culture at Nucor and the way in which it led to the success of the company. The policies and mechanisms adopted by Nucor's management to encourage the productivity and profitability are also discussed. The case takes a close look at Nucor's recruitment, reward systems and the work culture. The case also discusses the various criticisms labeled against Nucor's HR policies.

Issues

Shaping the culture of an organization.

Reference Numbers

ICMR	HROB036
ECCH	404-003-1

Organization(s) Nucor Corp

Countries North America

Industry Steel

Pub/Rev Date 2004

Case Length 12 pages

TN Length 4 pages

The Good and Bad of Wal-Mart's Culture

Abstract

Wal-Mart was the biggest company in the world. With sales at a quarter of a trillion and over 1.3 million employees, it was the biggest retailing success ever. A lot of Wal-Mart's success was attributed to the strong and pervasive culture at the company, which was developed and nurtured by founder Sam Walton. In over four decades of operation, Wal-Mart managed to retain most of the elements of culture it had when it first started out, as well as the entrepreneurial spirit which often drives startup companies to success. The fact that the company's growth rate was often in double digits bears this out. Wal-Mart's culture was characterized by an orientation towards customer service and providing the best value at the lowest prices

Issues

Elements of culture fostered by a company to support its growth and success.

Reference Numbers

ICMR HROB037

ECCH 404-004-1

Organization(s) Wal-Mart

Countries USA

Industry Retailing

Pub/Rev Date 2004

Case Length 17 pages

TN Length 4 pages

Fannie Mae's Human Resource Management Policies

Abstract

The case examines the innovative human resource (HR) policies adopted by the largest mortgage financing firm in the US, Fannie Mae. These policies helped the company earn the reputation of being one of the best companies to work for. The case gives an overview of Fannie Mae's growth since its inception in the late-1930s and examines the circumstance under which the company decided to focus on strengthening its HR policies. It examines in detail Fannie Mae's commitment to fostering a culture of diversity at the company and also studies the innovative HR practices employed (especially in the areas of employee benefits and career development).

Issues

Innovative practices at Fannie Mae to meet employee needs.

Reference Numbers

ICMR HROB038

ECCH 404-001-1

Organization(s) Federal National Mortgage Association

Countries USA

Industry Mortgage Financing

Pub/Rev Date 2003

Case Length 15 pages

TN Length No

SRC Holdings – The 'Open Book Management Culture

Abstract

The case examines how SRC Holdings, a key player in the engine and parts remanufacturing market in the US, turned itself around by implementing the 'Open Book Management' philosophy. The case gives an overview of the evolution of SRC and the problems that necessitated the adoption of the OBM philosophy. Details of how and why SRC opened its financial books to employees and made them partners in the business are given. The case then discusses the evolution of SRC's 'Great Game of Business' (GGOB) system. It examines the company's unique organizational culture that emerged on account of implementing OBM and GGOB. The case also reviews the benefits SRC reaped on account of the OBM and GGOB initiatives.

Issues

Open book management.

Reference Numbers

ICMR HROB039

ECCH 404-002-1

Organization(s) SRC Holdings

Countries USA

Industry Manufacturing

Pub/Rev Date 2003

Case Length 12 pages

TN Length No

Innovations at Wipro

Abstract

The case describes the innovation process at Wipro one of the leading IT companies in India. The focus of the case is on the innovation process at Wipro and the elements of the innovation process. The case also describes in detail the implementation of innovation process in the company. The case discusses how the top management at Wipro created a culture of innovation and encouraged employees to come out with new innovative products.

Issues

HR practices to promote innovation.

Reference Numbers

ICMR HROB040

ECCH 404-008-1

Organization(s) Wipro Technologies

Countries India

Industry Software

Pub/Rev Date 2004

Case Length 10 pages

TN Length 4 pages

Google's Organizational Culture

Abstract

A company's organizational culture plays a vital role in its success. A company's culture helps it attract the best talent available in the industry. The case discusses the organizational culture at Google Inc. Google was one of the few companies that successfully blended technological innovation with strong organizational culture. The case provides insight into the work environment, and recruitment process at Google. The case also provides insight into how Google fostered innovation among employees. The case ends with a critique of Google's organizational culture.

Issues

The role of organizational culture in attracting the best talent in the industry.

Reference Numbers

ICMR	HROB041
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ECCH	404-016-1
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Organization(s)	Google Inc.
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Countries	USA
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Industry	IT
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Pub/Rev Date	2004
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Case Length	10 pages
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TN Length	5 pages
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Retaining Employees

Abstract

In today's rapidly changing business environment, it is not only important to attract candidates, but at the same time to retain them. When an organization has a high employee turnover, it is important for the top management to immediately understand and analyze the causes and devise strategies to retain employees. High employee turnover also affects the morale of the other employees. These caselets discuss the causes for high employee turnover. They discuss the importance of having a good retention strategy and the role the management should play in retaining the employees.

Issues

Employee turnover and employee retention.

Reference Numbers

ICMR	HROB043
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ECCH	404-030-1
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Organization(s)	-
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Countries	India
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Industry	Varied
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Pub/Rev Date	2004
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Case Length	5 pages
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TN Length	6 pages
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Managing Cultural Change at P&G

Abstract

The case discusses in length about the HR practices and corporate culture of the US based Procter & Gamble (P&G), global leader in the fast moving consumer goods industry. The case elaborates on the measures taken by Durk Jager, former CEO of P&G, to bring about a significant change in the corporate culture of the company in order to fuel innovation and financial growth. It examines the reasons why Jager's measures failed to deliver the desired results. The case then discusses how Alan George Lafley, the new CEO, who followed a different approach from that of Jager, managed to restore the cultural equilibrium at P&G and was able to revive the company's financial performance.

Issues

Corporate culture of a large, multinational company.

Reference Numbers

ICMR	HROB042
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ECCH	404-017-1
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Organization(s)	P&G Inc.
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Countries	USA
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Industry	FMCG
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Pub/Rev Date	2004
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Case Length	18 pages
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TN Length	No
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Recruitment and Selection

Abstract

In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selection is one area where the interference of external factors is minimal. Hence the HR department can use its discretion in framing its selection policy and using various selection tools for the best results. These caselets discuss the importance of having an effective recruitment and selection policy. They discuss the importance of a good selection process that starts with gathering complete information about the applicant from his application form and ends with inducting the candidate into the organization.

Issues

Challenges in the process of recruiting and selecting employees.

Reference Numbers

ICMR	HROB044
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ECCH	404-029-1
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Organization(s)	-
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Countries	India
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Industry	Varied
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Pub/Rev Date	2004
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Case Length	6 pages
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TN Length	6 pages
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Quality of Worklife

Abstract

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees' 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs. These caselets discuss the importance of having effective quality of work life practices in organizations and their impact on employee performance and the overall organizational performance.

Issues

Flexible work options, Quality of work life.

Reference Numbers

ICMR	HROB045
ECCH	404-028-1

Organization(s)

Countries

Industry

Pub/Rev Date 2004

Case Length 4 pages

TN Length 5 pages

Compensation Management

Abstract

The compensation policy and the reward system of an organization are viewed by the employees as indicators of the management's attitude and concern for them. Traditionally, pay scales in companies reflected the importance of the work and the responsibility level. Today, organizations try more to assess the worth of an individual in terms of his performance and contribution to the organization. These caselets discuss the importance of a compensation system that is competitive and attractive for the employees and at the same time, profitable for the organization.

Issues

The role and importance of compensation management in an organization.

Reference Numbers

ICMR	HROB047
ECCH	404-021-1

Organization(s)

Countries India

Industry Varied

Pub/Rev Date 2004

Case Length 8 pages

TN Length 5 pages

Performance Appraisal Management

Abstract

Performance appraisal has always been a hot and challenging issue for the managers across the world, HR managers as well as the line managers. These caselets discuss some of the common issues in designing and implementing a performance appraisal system. One of the caselets discusses not just performance appraisal, but the broader issue of performance management. The method of appraising using the balanced scorecard approach has been discussed in the last caselet.

Issues

The importance of employee acceptance for the appraisal systems.

Reference Numbers

ICMR	HROB046
ECCH	404-027-1

Organization(s)

Countries India

Industry Varied

Pub/Rev Date 2004

Case Length 5 pages

TN Length 4 pages

Organizational Culture – The Recipe for Success

Abstract

These caselets deal with the topic of organizational culture. Caselet 1 discusses the importance of adapting organizational culture to meet the demands of the external environment. The caselet also describes the influence of an organization's founders on its culture. Caselet 2 discusses how the right organizational culture can foster creativity and innovation in employees. Caselet 3 discusses the importance of having the right organizational culture to reduce employee turnover in call centers.

Issues

Adapting to meet the demands of the external environment.

Reference Numbers

ICMR	HROB048
ECCH	404-022-1

Organization(s)

Countries India

Industry Varied

Pub/Rev Date 2004

Case Length 6 pages

TN Length 4 pages

Employee Satisfaction – An Outcome of Motivated Workforce

Abstract

These caselets deal with the issue of motivation. Caselet 1 discusses the importance of employee recognition in motivating them to deliver superior work performance. It also examines the various factors that act as motivators for employees. Caselet 2 discusses the impact of induction and socialization processes on employees' work performance and motivation. Caselet 3 discusses the impact of work environment on employee motivation and satisfaction. It also describes how alternative work schedules can motivate employees and improve organizational performance.

Issues

Challenges faced by HR managers in modern day organizations.

Reference Numbers

ICMR	HROB049
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ECCH	404-023-1
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Organization(s)

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Countries	India
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Industry	Varied
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Pub/Rev Date	2004
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Case Length	6 pages
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TN Length	5 pages
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The Right Way to be an Effective Leader

Abstract

These caselets deal with the issue of leadership. Caselet 1 discusses the impact of leadership style on employee morale and their performance. It also discusses the importance of employee participation to facilitate the development of leaders from within the organization. Caselet 2 describes the impact of excessive pressure on employee performance and the need for an effective leadership style in order to bring out the best in employees.

Issues

Importance of employee participation, impact of stress on employee performance.

Reference Numbers

ICMR	HROB051
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ECCH	404-020-1
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Organization(s)

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Countries	India
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Industry	Varied
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Pub/Rev Date	2004
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Case Length	4 pages
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TN Length	4 pages
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Needs Drive Performance

Abstract

These caselets deal with the issue of motivation. Caselet 1 discusses the importance of motivating, empowering and retaining employees in organizations. It also examines how employees' needs can be linked to work motivation. Caselet 2 discusses the role of equity in employee motivation. It also describes how perceived equity or inequity affects the work performance and satisfaction of employees.

Issues

Relationship between individual needs and motivation.

Reference Numbers

ICMR	HROB050
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ECCH	404-024-1
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Organization(s)

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Countries	India
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Industry	Varied
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Pub/Rev Date	2004
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Case Length	4 pages
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TN Length	4 pages
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Leadership – The Right Approach

Abstract

These caselets deal with the issue of leadership. Caselet 1 discusses the impact of micromanagement on employee morale and their performance. Caselet 2 discusses the initiatives that are taken by organizations to develop leadership skills among its employees. It also discusses the need for succession planning in organizations.

Issues

Impact of autocratic style of leadership, micromanagement.

Reference Numbers

ICMR	HROB052
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ECCH	404-018-1
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Organization(s)

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Countries	India
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Industry	Varied
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Pub/Rev Date	2004
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Case Length	5 pages
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TN Length	5 pages
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Employee Participation, Organization Structure and Decision Making

Abstract

These caselets deal with the issue of decision making in organizations. Caselet 1 discusses about the conformity pressures of being in a group and the impact on group decision-making. The caselet also discusses the characteristic phenomena associated with group decision-making. Caselet 2 discusses the impact of employee behavior on organizational performance. It also examines the usefulness of training programs to bring about an improvement in employee behavior.

Issues

Relationship between organization structure and decision making.

Reference Numbers

ICMR	HROB053
ECCH	404-019-1

Organization(s) -

Countries India

Industry Varied

Pub/Rev Date 2004

Case Length 6 pages

TN Length 6 pages

Improving Performance through Change Management

Abstract

These caselets deal with the issue of change management. Caselet 1 discusses how the implementation of change management in an organization can bring about dramatic improvement in profits and help it become a market leader. It also highlights the role played by management and employees of an organization in implementing planned change. Caselet 2 discusses the importance of changing employee behavior and managerial practices for change programs to be successful in organizations. Caselet 3 examines the difficulties encountered by management in merging two unequal organizations and the steps to be taken to overcome employee resistance to change.

Issues

Effect of managerial practices and employee behavior on performance.

Reference Numbers

ICMR	HROB054
ECCH	404-025-1

Organization(s) -

Countries India

Industry Varied

Pub/Rev Date 2004

Case Length 6 pages

TN Length 5 pages

HR Restructuring at Lucent Technologies

Abstract

The case examines the human resources (HR) restructuring exercise undertaken by the leading US-based telecommunication company – Lucent Technologies (Lucent) – in the early 2000s. The case discusses briefly the evolution and growth of Lucent and examines the various problems the company faced at the turn of the 20th century. It comments on the restructuring measures Lucent took to resolve these problems, and discusses the reasons for the restructuring of the company's HR organization and practices. The case examines in detail the HR restructuring exercise at Lucent and the benefits reaped from it.

Issues

HR Restructuring, Standardization of HR Policies, Employee Downsizing.

Reference Numbers

ICMR	HROB055
ECCH	404-052-1

Organization(s) Lucent Technologies

Countries US

Industry Telecom

Pub/Rev Date 2004

Case Length 10 pages

TN Length No

Succession Planning at GE

Abstract

The case examines the succession planning process at the US-based GE, the leading diversified business conglomerate in the world. The case details the growth of GE under its various leaders from its inception, and examines GE's commitment to succession planning through the decades. It discusses in detail the succession planning and leadership development processes at GE, and also examines the CEO succession planning under Jack Welch, GE's CEO and chairman in the period 1981-2001. The case examines the differences between the management styles and ideologies of Welch and Jeff Immelt, who succeeded Welch as chairman and CEO of GE. Finally, the case examines the future of GE under the leadership of Immelt.

Issues

CEO Succession Planning, Leadership Development.

Reference Numbers

ICMR	HROB056
ECCH	404-053-1

Organization(s) GE

Countries US

Industry Diversified

Pub/Rev Date 2004

Case Length 13 pages

TN Length No

Succession Planning at Ranbaxy: Family Drama, Corporate Style

Abstract

The case discusses the CEO succession planning controversy at Ranbaxy Laboratories Limited (Ranbaxy), India's largest pharmaceutical company. It describes the concept of succession planning and its importance in managing large companies (especially family owned businesses). The case describes how and why Parvinder Singh (Ranbaxy's promoter, also CEO) believed in running the business professionally and handed over the company's management to D S Brar (Brar), a professional (and a non-family member), amidst stiff opposition from family members. The case then details how Brar transformed Ranbaxy from a small Indian pharmaceutical company into a research based global pharmaceutical major. The case concludes with a discussion of whether Ranbaxy's promoters would take over the company's management or continue to allow professionals to manage their business.

Issues

Succession Planning in Family Owned Businesses.

Reference Numbers

ICMR	HROB057
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ECCH	404-059-1
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Organization(s)	Ranbaxy
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Countries	India
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Industry	Pharmaceuticals
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Pub/Rev Date	2004
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Case Length	16 pages
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TN Length	No
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Semco – A 'Maverick' Organization

Abstract

The case explains the unique culture at Semco, a Brazilian company. It explains how Semco survived and performed well in the turbulent Brazilian economy by making changes in the structure and culture of the company. The case also highlights the values and beliefs that the company holds, the relationship between managers and employees, and the unconventional paths the organization followed in order to develop new business segments - all these being factors responsible for making Semco one of the most successful companies in Brazil.

Issues

Change Management, How culture evolves in an organization.

Reference Numbers

ICMR	HROB060
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ECCH	404-071-1
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Organization(s)	Semco
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Countries	Brazil
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Industry	Diversified
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Pub/Rev Date	2004
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Case Length	10 pages
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TN Length	No
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HR Problems in Hyundai Motor Co.

Abstract

Hyundai Motor Company was a part of the large South Korean Chaebol – the Hyundai Group – until the group split in September 2000. In the last four decades, Hyundai managed to establish itself all over the world as a company producing reliable, technically sound and stylish automobiles. In the 90s, the company started aggressive overseas expansion programs. By the late 1990s, when Southeast Asian crisis struck, the company faced serious financial problems. To survive, it had to cut its labor force. The company offered various retirement schemes, unpaid leave for two years, etc. to workers, and expressed its inability to support its entire workforce in the slack period. The unions refused to compromise and the management too held its ground. Finally, the government intervened to force a negotiated settlement between the union and the management.

Issues

Damage that unhappy management-labor relations can cause to an organization.

Reference Numbers

ICMR	HROB058
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ECCH	404-070-1
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Organization(s)	Hyundai Motor Co. , Daewoo Group
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Countries	South Korea
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Industry	Automobile
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Pub/Rev Date	2004
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Case Length	11 pages
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TN Length	No
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Southwest Airlines Act II – An Airline in Trouble?

Abstract

The case discusses the changes that occurred in Southwest's culture in the early-2000s and to what extent these changes were related to leadership. It also talks about the problems faced by Southwest, some of which were cultural and others external. The case concludes with an analysis of the reasons for the changes that occurred at Southwest and whether the new CEO Gary Kelly would be able to change the culture for the better and replace Herb Kelleher at the airline.

Issues

The relationship between leadership and culture and how charismatic leaders can influence the elements of culture at organizations.

Reference Numbers

ICMR	HROB061
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ECCH	404-101-1
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Organization(s)	Southwest Airlines
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Countries	USA
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Industry	Airlines
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Pub/Rev Date	2004
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Case Length	11 Pages
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TN Length	4 pages
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Volvo's HR Practices – Focus on Job Enrichment

Abstract

The case discusses the efforts made by the Swedish automobile major – Volvo AB towards improving the work conditions at its facilities through job enrichment programs. In its efforts to reduce the instances of employee turnover and absenteeism in its manufacturing facilities, Volvo introduced innovative job enrichment programs including job rotation, management employee councils, small work groups, change implementation and employee oriented facilities. These programs helped the company to understand the importance of designing its facilities according to the work design and employees' requirements. Volvo was one of the first automobile companies to deviate from the traditional assembly line system and adopt a more employee-centric approach for manufacturing automobiles.

Issues

Job enrichment, adapting the workplace to the employee requirements.

Reference Numbers

ICMR	HROB062
ECCH	404-102-1
Organization(s)	Volvo Car Corporation
Countries	Sweden
Industry	Automobile
Pub/Rev Date	2004
Case Length	14 Pages
TN Length	No

Home Depot's Cultural Evolution – A Comparison of the Company's Culture Under Its Founders and Bob Nardelli

Abstract

Home Depot was the biggest retailer of home improvement products in the US in the early 2000s. The company was also well known for its entrepreneurial and laissez-faire culture, a culture fostered by co-founders Bernie Marcus and Arthur Blank, who led the company from 1978 to 2000. In late 2000 however, the board appointed Robert Nardelli, a GE veteran, as CEO. Nardelli was given the task of solving the problems that the company ran into in the late 1990s.

The case discusses the cultural changes at Home Depot under the leadership of Nardelli. Nardelli was responsible for changing Home Depot's culture from an entrepreneurial and informal one, to one that focused on processes. He also introduced a fair amount of centralization and managed to link the various departments and regions of the company together.

Issues

Effect of change in leadership on culture, cultural evolution in an organization.

Reference Numbers

ICMR	HROB063
ECCH	404-128-1
Organization(s)	Home Depot
Countries	USA
Industry	Retail
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	4 pages

Human Resource Management – Best Practices at Marriott International

Abstract

The case examines Marriott International's (Marriott) various innovative HR practices, which earned it the reputation of being 'the best place to work' in the hospitality industry. It describes Marriott's 'Spirit to Serve' culture and the company's HR philosophy which guided its various HR initiatives. The case gives an overview of the best practices employed by the company in the recruitment, selection, training and development of employees. It also details the employee retention strategies and grievance redressal system at Marriott. Finally, the case reviews the benefits reaped by the company because of its employee friendly HR practices.

Issues

Understand the role of an organizational philosophy and culture in the development of human resource policies in a multinational organization.

Reference Numbers

ICMR	HROB064
ECCH	404-116-1
Organization(s)	Marriott International
Countries	USA
Industry	Hospitality
Pub/Rev Date	2004
Case Length	18 Pages
TN Length	No

Training and Development at Godrej

Abstract

The case explains the training and development initiatives of the Godrej group since the late 1990s. In the late 1990s, the Godrej group initiated various training and development programs such as the TQM workshops, 'Parivartan', EVA training, GALLOP, Spark, e-Gyan, English language training, and BPO training. The case explains each of these programs in detail and the benefits that the group reaped from all these initiatives. The case ends with the shortcomings in Godrej's training and development initiatives.

Issues

Training and Development, Total Quality Management, Top management's role in change management.

Reference Numbers

ICMR	HROB065
ECCH	405-012-1
Organization(s)	Godrej
Countries	India
Industry	Diversified
Pub/Rev Date	2005
Case Length	12 pages
TN Length	No

Ikea's Innovative Human Resource Management Practices and Work Culture

Abstract

IKEA was one of the largest furniture manufacturers and retailers in the world, with operations in 32 countries (in early 2005). The company was well known for its stylish and innovative designs. It was the pioneer of furniture that could be dismantled and packed flat, to allow ease of transportation.

IKEA's main strength was its committed workforce, which was often the source of the company's innovative concepts. IKEA adopted a positive approach toward human resource management. In the late 1990s and early 2000s, the company implemented several initiatives that promoted 'life balance' and diversity. The case discusses the innovative human resource management practices adopted by IKEA and describes its work culture. Initiatives related to flexible work design, comprehensive benefits, quality of work life, and employee training and development are outlined. The case also discusses the prominent elements of IKEA's culture, such as diversity, openness, equality, cost consciousness, and competitiveness.

Issues

To understand the human resource management practices and work culture of a major furniture manufacturer and retailer.

Reference Numbers

ICMR HROB066

ECCH

Organization(s)

Countries Sweden

Industry Furniture Retailing

Pub/Rev Date 2005

Case Length 15 pages

TN Length 04 pages

Employee Training And Development at Motorola

Abstract

US based Motorola is the world's leading electronics and telecom goods company. It has been adjudged as one of the top employee training companies in the world. Motorola gave utmost importance to training right from its inception. This case describes how training and a strong learning ethic has been an integral part of Motorola's culture. It explains in detail the various employee training and education initiatives undertaken by Motorola University and examines how these initiatives helped in improving employees' productivity, performance and quality of work. The case also describes Motorola's e-learning initiatives and highlights the benefits of e-learning for employee training and development.

Issues

Understand the best practices in training and development of employees.

Reference Numbers

ICMR HROB067

ECCH

Organization(s)

Countries US

Industry Telecom

Pub/Rev Date 2004

Case Length 16 pages

TN Length No

Starbucks' Human Resource Management Policies and the Growth Challenge

Abstract

Starbucks is one of the best known and fastest growing companies in the world. Set up in 1971, in Seattle, the company grew slowly initially, but expanded rapidly in the late 1980s and the 1990s. By the early 2000s, there were nearly 9,000 Starbucks outlets across the world and the company's eventual retail target was to open 30,000 outlets. It was widely believed that the company's success and rapid growth could be attributed largely to its committed and motivated workforce.

This case discusses the human resource management policies and work culture at Starbucks. Starbucks cared about its employees and was one of the few companies in the retail sector to provide generous benefits to both full time workers as well as part timers. This ensured that employees remained motivated, and Starbucks had a relatively low employee turnover. However, in the early 2000s, the company faced the challenge of finding and retaining the right number and kind of employees to man its future growth.

Issues

To study the human resource management policies of a large service-oriented retail company.

Reference Numbers

ICMR HROB068

ECCH

Organization(s)

Countries USA

Industry Coffee Retailing

Pub/Rev Date 2005

Case Length 11 Pages

TN Length 5 pages

Cisco's Organization Culture

Abstract

The case focuses on Cisco's organization culture, which many feel, was responsible for Cisco bouncing back to profit after recording losses during the tech meltdown of 2001. The case looks at Cisco's growth through the years, the drivers of Cisco culture, and the characteristics of work culture at Cisco. Incorporated in 1984, Cisco had a culture based on the principles of customer focus, transparent communication, employee empowerment, integrity, and frugality. The work culture, which epitomized fun and fostered a spirit of employee involvement, ensured that employee turnover was way below industry norms. Continuous Learning, an element of the Cisco culture, was taken care of even through acquisition and partnerships. The case also looks into the role played by the company's CEO, John Chambers, in the evolution of the Cisco culture.

Issues

How an organization can use its culture as a competitive advantage.

The elements of an organizational culture.

Reference Numbers

ICMR	HROB069
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ECCH

Organization(s)

Countries	USA
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Industry	Networking
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Pub/Rev Date	2005
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Case Length	11 Pages
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TN Length	4 pages
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Organization Culture at Goldman Sachs

Abstract

The case focuses on the organization culture at Goldman Sachs. It explains the drivers and elements of Goldman Sachs' culture, which has been a source of competitive advantage for the company. Goldman Sachs, which operated based on its 14 business principles, was known for its risk-taking ability, ruthlessness, and conservatism. The case also looks into the changes that are taking place in the partnership culture at the organization after the company went public in 1999. The case also looks into the role played by the top management in the evolution of the Goldman Sachs culture.

Issues

How culture can be a source of competitive advantage for an organization.

The elements of an organizational culture.

Reference Numbers

ICMR	HROB070
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ECCH

Organization(s)

Countries	USA
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Industry	Investment Banking
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Pub/Rev Date	2005
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Case Length	13 pages
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TN Length	04 pages
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