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Entrepreneurship & Leadership

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 LDEN001

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

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 LDEN002

ECCH 402-006-1

Organization(s) GE

Countries USA

Industry Various

Pub/Rev Date 2002

Case Length 11 pages

TN Length 4 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 styles.

Reference Numbers

ICMR LDEN003

ECCH 402-017-1

Organization(s) Infosys

Countries India

Industry Software

Pub/Rev Date 2002

Case Length 7 pages

TN Length 4 pages

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 LDEN004

ECCH 402-015-1

Organization(s) Dell Computes

Countries USA

Industry Computers

Pub/Rev Date 2002

Case Length 11 pages

TN Length 5 pages

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	LDEN005
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ECCH	403-009-1
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Organization(s)	Sony
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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	12 pages
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TN Length	No
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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	LDEN006
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ECCH	803-019-1
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Organization(s)	-
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Countries	USA
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Industry	Media and Entertainment
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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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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	LDEN007
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ECCH	803-018-1
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Organization(s)	IBM
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Countries	USA
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Industry	Information Technology
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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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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	LDEN008
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ECCH	803-014-1
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Organization(s)	Mahila Griha Udyog, Balaji Telefilms, Biocon Group
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Countries	India
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Industry	Various
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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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Leadership

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 LDEN009

ECCH 803-021-1

Organization(s) Ford, Chrysler

Countries USA

Industry Automobiles

Pub/Rev Date 2003

Case Length 11 pages

TN Length No

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 LDEN010

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

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

Issues

Entrepreneurship.

Reference Numbers

ICMR LDEN011

ECCH 803-016-1

Organization(s) Reliance India Limited

Countries India

Industry Various

Pub/Rev Date 2003

Case Length 17 pages

TN Length No

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 LDEN012

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 No

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 LDEN013

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

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 he received 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 LDEN015

ECCH 803-039-1

Organization(s) Vivendi Universal

Countries France

Industry Media and Entertainment

Pub/Rev Date 2003

Case Length 11 pages

TN Length No

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 LDEN014

ECCH 803-043-1

Organization(s) Microsoft

Countries USA

Industry Software

Pub/Rev Date 2003

Case Length 14 pages

TN Length No

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 was able to steer Cisco through a bad phase in 2001.

Issues

Leadership qualities and management style of John Chambers.

Reference Numbers

ICMR LDEN016

ECCH 803-031-1

Organization(s) Cisco Systems Incorporated

Countries USA

Industry Computer Networking

Pub/Rev Date 2003

Case Length 11 pages

TN Length No

Leadership

Steve Case – The Story of AOL’s Architect

Abstract

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

Issues

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

Reference Numbers

ICMR LDEN017

ECCH 803-034-1

Organization(s) AOL TW

Countries USA

Industry Media and Entertainment

Pub/Rev Date 2003

Case Length 14 pages

TN Length No

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 been explored in depth.

Issues

A ‘pace setting’ and ‘authoritative’ leadership style.

Reference Numbers

ICMR LDEN018

ECCH 803-020-1

Organization(s) Apple Computers

Countries USA

Industry Computers

Pub/Rev Date 2003

Case Length 16 pages

TN Length No

Larry Ellison – The Source of Oracle’s “Wisdom”

Abstract

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

Issues

Leadership qualities of Larry Ellison.

Reference Numbers

ICMR LDEN019

ECCH 803-017-1

Organization(s) Oracle Corporation

Countries USA

Industry Computers and Information Technology

Pub/Rev Date 2003

Case Length 14 pages

TN Length No

Carlos Ghosn – The Turnaround Specialist

Abstract

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

Issues

Entrepreneurial and leadership qualities of Carlos Ghosn.

Reference Numbers

ICMR LDEN020

ECCH 803-046-1

Organization(s) Nissan

Countries Japan

Industry Automobiles

Pub/Rev Date 2003

Case Length 10 pages

TN Length 4 pages

Richard Branson/Herb Kelleher – Leaders Extraordinaire

Abstract

This case discusses the leadership and entrepreneurial styles of two of the most 'unusual' business personalities the global corporate world has ever seen, Southwest Airlines' Herbert D Kelleher and Virgin Group's Richard Branson. The two leaders, though extremely different in their approach towards business, had a few traits in common. They both believed in having fun and paying attention to employees. The case explores the entrepreneurial and leadership attributes of both these leaders and attempts to bring out the similarities between them.

Issues

The ethical dimensions of leadership and entrepreneurship.

Reference Numbers

ICMR	LDEN021
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ECCH	803-005-1
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Organization(s)	Virgin Group, Southwest Airlines
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Countries	USA
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Industry	Airlines
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Pub/Rev Date	2003
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Case Length	10 pages
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TN Length	5 pages
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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	LDEN022
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ECCH	803-047-1
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Organization(s)	Wal-Mart
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Countries	USA
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Industry	Retailing
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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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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	LDEN023
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ECCH	803-052-1
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Organization(s)	FedEx Corporation
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Countries	USA
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Industry	Logistics
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Pub/Rev Date	2003
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Case Length	15 pages
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TN Length	No
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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 also 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 also 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	LDEN024
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ECCH	803-051-1
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Organization(s)	eBay
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Countries	USA
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Industry	Online Auction
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Pub/Rev Date	2003
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Case Length	18 pages
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TN Length	No
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Leadership

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 LDEN025

ECCH 804-002-1

Organization(s) Ford Motor Corporation

Countries USA

Industry Automobile

Pub/Rev Date 2003

Case Length 13 pages

TN Length No

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 LDEN026

ECCH 804-001-1

Organization(s) HP

Countries USA

Industry IT & Computers

Pub/Rev Date 2003

Case Length 17 pages

TN Length 7 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 LDEN0027

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

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 LDEN0028

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

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 LDEN0029

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

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 LDEN031

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 LDEN030

ECCH 804-045-1

Organization(s) -

Countries

Industry

Pub/Rev Date 2004

Case Length 15 pages

TN Length No

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.

Reference Numbers

ICMR LDEN032

ECCH 805-015-1

Organization(s) Biocon

Countries India

Industry Biotech

Pub/Rev Date 2005

Case Length 11 pages

TN Length No

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 LDEN033

ECCH 805-016-1

Organization(s) Giorgio Armani

Countries Italy

Industry Fashion

Pub/Rev Date 2005

Case Length 11 pages

TN Length 05 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.

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