The European Union and Immigration from New Member Countries

Abstract
The case focuses on the issue of Immigration from the new member states who joined the EU in 2004 into the older member states of the EU. The case further discusses the different approaches adopted by the older member states of the EU to deal with the expected flood of job seekers from the newly independent states from Central and Eastern Europe, which joined the EU after the disintegration of the Soviet Union. The case then compares the impact of immigration on the three EU member states that chose to allow immigrants in, with the countries which followed a more restrictive approach.

Issues
Understand why people migrate from one place to another; Gain insights into the origins; Understand the economic and cultural imperatives that encouraged people from the new member states of the EU to emigrate; Understand the reasons why some of the older EU countries were reluctant to allow in migrants, while a few others were more welcoming; Recognize the interplay between an ageing workforce and population, declining fertility rates, unfilled gaps in the EU’s labor market, economic stagnation as well as the role of domestic electoral politics in the development of attitudes and policies towards immigration.

Reference Numbers
ICMR.........................................ECON 016
ECCH.........................................206-02-1
Organization(s) .........................Airport Authority of India,
Ministry of Civil Aviation
Countries .......................................India
Industry .........................................Civil Aviation
Pub/Rev Date ......................................2006
Case Length .....................................21 Pages
TN Length .......................................N/A

Privatization of Delhi & Mumbai Airports: A Bumpy Take Off

Abstract
The case explains the need for privatization of the Mumbai and Delhi airports; To understand the process of privatization the Mumbai and Delhi airports; To understand the extent of transparency, or the lack of it, in the airport privatization process.

Reference Numbers
ICMR .........................................ECON 016
ECCH .........................................206-02-1
Organization(s) .........................Airport Authority of India,
Ministry of Civil Aviation
Countries .......................................India
Industry .........................................Civil Aviation
Pub/Rev Date ......................................2006
Case Length .....................................21 Pages
TN Length .......................................N/A

Ranbaxy’s Patent Litigations in the United States

Abstract
The case focuses on Ranbaxy Laboratories Limited’s patent litigations in the US. It elaborates on the factors that led to the company’s global expansion, focusing specifically on the US market. The case discusses in detail Ranbaxy’s approach to the US market and also discusses its initial successes. It also looks at the US pharmaceutical industry and the patent system in the US in detail. The case discusses the problems faced by the generics players in the US in the extremely competitive generics market and the effect of increasing patent litigation costs involved in challenging patent holders.

Issues
Growth strategy of a pharmaceutical company in the international market; Benefits and downside of adopting of an inorganic growth strategy in an international market; How patent litigations can be the strategy of choice of generics players for revenue growth; Impact of patent litigations on generics players as well as on patent holding companies.

Reference Numbers
ICMR .........................................ECON 016
ECCH .........................................206-02-1
Organization(s) .........................Ranbaxy Laboratories Limited
Countries .......................................USA
Industry .........................................Pharmaceutical
Pub/Rev Date ......................................2006
Case Length .....................................14 Pages
TN Length .......................................N/A

The Bangalore Brand

Abstract
The case explains the competitive advantage of Bangalore that has helped it earn the name, the “Silicon Valley of India.” It describes the factors that made Bangalore one of the favorite destinations for IT/ITES companies in India and abroad. However, Bangalore has recently been facing stiff competition from other cities so far as investment from domestic and foreign companies is concerned. The case looks into the infrastructural problems Bangalore is facing and the growth of alternative destinations such as Hyderabad and Chennai.

Issues
Competitive advantage of a place, impact of political decisions on business and the relation between business and politics.

Reference Numbers
ICMR .........................................ECON 014
ECCH .........................................206-193-1
Organization(s) .........................India
Countries .......................................India
Industry .........................................India
Pub/Rev Date ......................................2004
Case Length .....................................12 Pages
TN Length .......................................N/A

The Chaebols of South Korea

Abstract
Chaebols were large South Korean private business groups that consisted of several smaller members or units; they maintained close connections with the government.

The Chaebols continued to grow and gain considerable power until the mid 1990s, when the Asian financial crisis struck. The crisis exposed the weaknesses in South Korea’s economy and the mismanagement within the Chaebols. South Korea approached the IMF in 1998 for a relief package.

The IMF offered to bail out South Korea’s economy, but imposed several conditions. One major condition was that the Chaebols would restructure and reorganize themselves and would employ professional mangers to manage their various businesses. Under the leadership of President Kim Dae Jung, South Korea took up the reforms and within a short span of two years recovered from the crisis.

Issues
The development of Chaebols in South Korea; The differences in the management of Chaebols from that of professionally managed companies; The impact of global changes on a country’s economy and on its business environment in particular; The recovery of Chaebols and South Korea from the economic slowdown.
### The Rise and Fall of the ‘Keiretsus’ in Japan

**Abstract**

The case is about Keiretsu, a unique Japanese management and holding structure that was established after the World War II. The case examines how a Keiretsu is, how this unique structure emerged, the advantages that this structure provided to the Japanese companies and the contribution of Keiretsu to the growth of the Japanese economy. The case also explains the drawbacks of the Keiretsu system and the reasons for its decline in the 1990s.

**Issues**

What Keiretsus are and how they operated in Japan.

**Reference Numbers**

- ICMR: ECON 012
- ECCH: 204-140-1
- Countries: Japan
- Industry: Microfinance
- Pub/Rev Date: 2004
- Case Length: 13 Pages
- TN Length: N/A

### The Russian Oil Giant Yukos: When Business & Politics Collide

**Abstract**

The case examines the crisis at Yukos, Russia’s leading oil company, on account of a feud between its former CEO, Mikhail Khodorkovsky (Khodorkovsky), and the Russian government. It gives a brief outline of Russia’s history, oil industry, and its economic and political scenario (during the 1990s). It discusses the emergence of oligarchs and their relations with the government. The case then examines the formation of Yukos, its growth under Khodorkovsky’s leadership during the early 21st century. Finally, the case examines the future prospects of Yukos in the light of the above crisis. A country report on Russia and an industry note on the Russian oil industry are available to facilitate better understanding of the Yukos story.

**Issues**

Understand the importance of microfinance as an instrument for poverty alleviation in rural areas.

**Reference Numbers**

- ICMR: ECON 011
- ECCH: 204-044-1
- Countries: India
- Industry: Microfinance
- Pub/Rev Date: 2004
- Case Length: 12 Pages
- TN Length: N/A

### Development of Women and Children in Rural Areas (DWCRA): A Microfinance Success Story in Andhra Pradesh (India)

**Abstract**

In the early 1980s, the Government of India launched the Development of Women and Children in Rural Areas (DWCRA) program under the Integrated Rural Development Program. Though the DWCRA program was not very successful in the rest of the country, it was successful in Andhra Pradesh. The case gives an overview of the DWCRA program in Andhra Pradesh, and its impact on the lives of rural women there. It also discusses the role played by the government in the success of the DWCRA program in the state and explores the role of the corporates in rural development programs.

**Reference Numbers**

- ICMR: ECON 013
- ECCH: 204-194-1
- Organization(s): South Korea
- Countries: India
- Industry: Microfinance
- Pub/Rev Date: 2004
- Case Length: 12 Pages
- TN Length: N/A

### The US Steel Industry in 2004: Steel in Need of Protection?

**Abstract**

Since the late 1960s, the US steel industry has been asking for protection. The US government had, from time to time, announced various protectionist measures. In 2001, President George W Bush announced his Steel Program. It consisted of three parts: negotiations with trading partners to eliminate inefficient excess capacity in the steel industry worldwide; negotiations with trading partners to eliminate the distorting practices including subsidies that resulted in excess capacity; and investigation under Section 201 to determine whether the industry was harmed by low-priced steel imports. After the investigation by the US International Trade Commission (USITC), in March 2002, the President imposed tariff measures under Section 201 to help domestic producers to compete with imported steel.

**Issues**

The structure of an industry and its effect on the competitiveness of the industry.

**Reference Numbers**

- ICMR: ECON 007
- ECCH: 204-070-1
- Organization(s): Yukos
- Countries: Russia
- Industry: Oil
- Pub/Rev Date: 2004
- Case Length: 16 Pages
- TN Length: N/A

### Indian Railways at the Crossroads

**Abstract**

The case discusses the growth and operations of Indian Railways, the largest railway network under a single management, and the largest employer in the world. Although railway networks were initially developed by private companies, after 1920 they were
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all taken over by the central government, which created a department of railways. Even after Indian independence in 1947, railways continued as a central government department. The case outlines some of the problems faced by IR in the late-1900s and the difficulties the department faced in overcoming them. Several experts suggested ways in which IR may be restructured. These suggestions are also discussed in detail.

Issues
Conflict between social and economic objectives.

Reference Numbers
ICMR ........................................... ECON 005
ECCH ........................................... 204-005-1
Organization(s)........... Indian Railways
Countries............... India
Industry.................................
Pub/Rev Date......................... 2004
Case Length.................. 14 Pages
TN Length...................... 5 Pages

Fiscal Policy in India and Canada

Abstract
Fiscal policy can be defined as a government’s plan for expenditure, revenues and borrowing to finance fiscal deficits if any. The caselets discuss the fiscal policy measures undertaken by the governments of India and Canada over the years.

Caselet 1 discusses why fiscal deficit has been steadily increasing in India and what the government can do to improve its fiscal position. Caselet 2 explains how the Indian government can increase revenues from taxes. Caselet 3 is concerned with the country’s external debt position and foreign exchange reserves. It examines whether the foreign exchange reserves should be used to retire external debt. Caselet 4 discusses whether it was right for Canada to go for heavy public debt and the consequences of not being able to contain the same.

Issues
Objectives and constituents of fiscal policy; Public expenditure; taxation.

Reference Numbers
ICMR ........................................... ECON 004
ECCH ........................................... 204-001-1
Organization(s)........... India, Canada
Countries ............ India, Canada
Industry.................................
Pub/Rev Date......................... 2004
Case Length.................. 6 Pages
TN Length...................... 4 Pages

Economic Integration

Caselet 1 discusses the formation of NAFTA and how it benefited trade between USA, Mexico and Canada. The caselet also examines the negative impact of NAFTA on the Mexican economy. Caselet 2 discusses how the euro would ease trade between the European countries. It also considers whether the euro could replace the dollar as a reserve currency. Caselet 3 discusses the impact of China’s entry into the WTO on India.

Issues
Trading Blocks; Regional Trading Agreements; WTO; Single European currency.

Reference Numbers
ICMR ........................................... ECON 003
ECCH ........................................... 204-004-1
Organization(s)........... Mexico, USA, Canada, India
Countries ............ Mexico, USA, Canada, India
Industry.................................
Pub/Rev Date......................... 2004
Case Length.................. 5 Pages
TN Length...................... 4 Pages

Economic Crisis in India, Southeast Asia & Argentina

Abstract
The caselets discuss the economic crisis in India in the early 1990s, in Southeast Asia in the late 1990s and Argentina in the early 1990s. Caselet 1 discusses the economic crisis in India in the early 1990s, and the steps taken by the government to overcome the crisis. Caselet 2 examines the reasons for the financial crisis in Southeast Asia. Caselet 3 examines the Argentinean crisis in the early 2000s.

Issues
Monetary policy, Fiscal policy and their impact on the economy.

Reference Numbers
ICMR ........................................... ECON 002
ECCH ........................................... 204-002-1
Organization(s)........... India, Argentina & Southeast Asian Countries
Countries ............ USA, Japan
Industry.................................
Pub/Rev Date......................... 2004
Case Length.................. 4 Pages
TN Length...................... 4 Pages

Microsoft EU Antitrust Case

Abstract
The case primarily deals with the allegations that Microsoft had abused its market leadership status by using its dominant position in the Windows operating system (O/S) to gain market share in the work group server O/S business. In 1998, Sun Microsystems lodged a complaint with the European Commission (EC) that Microsoft was not disclosing the necessary information for facilitating interoperability between PCs using Windows operating system and servers using non-Microsoft operating systems. After investigating for more than five years, EC found Microsoft guilty and levied an historic fine of US$ 613 million and suggested remedies to the company’s products. Microsoft further appealed this ruling in the European Court of First Instance which heard the case between 24th and 28th of April 2006 and would give its ruling in the first quarter of 2007. The case puts forth some of the arguments of Microsoft and the EC during the hearing and analysts views on this issue.

“Economics is not about things and tangible material objects; it is about men, their meanings and actions.”
– Ludwig Von Mises
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Issues
Study and analyze the antitrust allegations against Microsoft and the company’s response thereof; Understand the importance of knowing rules of competition by companies operating in foreign countries; Examine the challenges of being a market leader and having a monopoly in a particular market.

Abstract
The case focuses on the dispute between the state controlled companies of the Russian Federation and Ukraine - Gazprom and Naftogaz, respectively. The case discusses in detail the evolution of Gazprom as a company and the growth of its exports to Europe. It then focuses on the disputes it had with Ukraine after the disintegration of the Soviet Union. It elaborates the impact of elections in Ukraine on the subsequent dispute that led to the cut off of gas supplies.

Issues
Recognize the problems of a comparatively smaller nation trying to break free from the influence of its dominant neighbor; Appreciate how a company’s exports become vulnerable when its exports are routed through third parties and its efforts to gain control over such transitory routes.

Gazprom – Naftogaz Ukrainy Dispute: Business Or Politics?

Reference Numbers
ICMR ................................. BENV 002
ECCH ........................................
Organization(s) .......... Microsoft Corporation
Countries ...................... US, Europe
Industry ................. Energy
Pub/Rev Date ......................... 2006
Case Length ...................... 15 Pages
TN Length ............................. N/A

Innovation is the specific instrument of entrepreneurship. The act that endows resources with a new capacity to create wealth.”

— Peter F. Drucker

Mercosur: Changing Course

Abstract
The case elaborates on the factors that led to the creation of Mercosur as a free trade area, especially the long-drawn out efforts for Latin American integration. The case discusses in detail Mercosur’s initial successes and also its institutionalization. It then turns the focus on to its transition into a customs union and discusses how its success was hampered by the changes in the international environment. It looks at the problems faced by small economies that are sandwiched between large economic powerhouses and ends with a note on Mercosur’s subtle transformation from being an economic bloc to a political solidarity bloc.

Issues
To recognize the efforts made toward Latin American integration; To understand the various stages and aspects of economic integration as well as the benefits and challenges in accomplishing them; To comprehend how the external environment can affect the growth and functioning of a trade bloc; To understand the interplay between national politics and regional integration.

Reference Numbers
ICMR ................. BENV 001
ECCH ...........................
Organization(s) .......... Google China
Countries ...................... China
Industry ................. Internet Search Engines
Pub/Rev Date ..................... 2006
Case Length ...................... 11 Pages
TN Length ............................. N/A

Mercosur: Changing Course

Abstract
The case examines the new job law ‘CPE’ and how it could have led to more flexibility in the French labor market. However, protests, strikes and demonstrations in France by millions of students and workers that paralyzed the country led to its repeal. The case highlights the reasons for the failure of the French government in getting the law accepted by its people and its implications thereof. The case also discusses the various employment contracts in France and examines how the changing global business environment has led to difficulties in continuing with the labor-friendly French social model.

Issues
Study the implications of higher wages and employment protection laws on the French labor market; Examine the challenges in accomplishing them; To understand the interplay between national politics and regional integration.

Abstract
The case studies the conditions that led the French government to take an increasing role in the state economy and regulate the labor market.

Reference Numbers
ICMR ................................. BENV 005
ECCH ........................................
Organization(s) ...... Microsoft Corporation
Countries ...................... US, European
Industry ................. Software
Pub/Rev Date ......................... 2006
Case Length ...................... Pages
TN Length ............................. N/A

Labor Market Reforms in France and the Job Law ‘CPE’: A Lost Opportunity

Google’s Problems in China

Abstract
US based Google, the leading Internet search engine company, started providing its services in China in 2000. Though Google soon became the leading search engine in the Chinese market, it started losing its market share in couple of years. In China, the Internet content was heavily censored by the government and users searching on Google’s site experienced inordinate delays. By 2005, Chinese search engine company Baidu emerged as the leading internet search company in China. To compete with Baidu, Google decided to launch a Chinese website – www.google.cn – and agreed to censor its content. The case discusses the circumstances under which Google was forced to self censor its content and decided to launch its new site.

Issues
Examine the problems faced by Google in China; Study the legal and business environment in the Chinese online media industry; Evaluate the impact of government regulations on the operations of foreign Internet companies like Google in China.

Abstract
The case examines the new job law ‘CPE’ and how it could have led to more flexibility in the French labor market. However, protests, strikes and demonstrations in France by millions of students and workers that paralyzed the country led to its repeal. The case highlights the reasons for the failure of the French government in getting the law accepted by its people and its implications thereof. The case also discusses the various employment contracts in France and examines how the changing global business environment has led to difficulties in continuing with the labor-friendly French social model.