

Human Rights (Principles 1 and 2)

9B08C001

AGCHEMCO COMPANY

William Russell

Teaching Note: 8B08C01

Publication Date: 10/31/2008

This case involves a personnel matter at an agricultural chemical industry mining complex. A middle-level supervisor has been accused of gender-based and other discrimination. The complaint has come primarily from one employee who works under that supervisor's direction, but is supported at least in part by the testimony of other employees. The evidence is typical of the sorts of evidence that usually attend human resource disputes. Company policy manuals bear on the propriety of the mill coordinator's conduct apart from the issue of discrimination. Ultimately, an appellate process is also integrated into the procedural tools. This case considers the process by which the employment discrimination complaint is investigated, considered and resolved, including the weighing and evaluation of information gathered from those in the workplace. Various practical, legal and ethical issues typical to such cases are apparent.

Discipline: Human Resource Management

Issues: Perception; Work-Force Management; Risk Management; Morale; Mining; Ethical Issues; Employee Grievances

Setting: United States, Large, 2000

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

9B08C005

SUBTLE BIASES AND COVERT PREJUDICE IN THE WORKPLACE

Joerg Dietz; Leah Hamilton

Publication Date: 2/13/2008

Subtle biases and covert prejudice affect interactions in the workplace. Subtle biases are automatically activated associations or stereotypes that relate groups (e.g. men and women) with attributes or characteristics (e.g. career or household), often outside of our awareness. Covert prejudice refers to concealed negative opinions about members of other groups. Managers and business leaders can benefit both from understanding how subtle biases and covert prejudices can translate into discriminatory behaviors and from learning to manage in a way that avoids such biases and prejudices. The note has four sections, each of which can be read individually: Managerial Relevance, Subtle Biases, Covert Prejudice, and Managing to Avoid Subtle Biases and Covert

Report prepared on: 25/11/2008

Prejudice.

Discipline: Human Resource Management

Issues: Personnel Management; Discrimination

Setting: 2008

Difficulty: 4 - Undergraduate/MBA

Length: 21 pages

9B07M063

RWANDA & DAVID CECHETTO

Frederick Keenan

Teaching Note: 8B07M63

Publication Date: 10/24/2007

Dr. David Cechetto, a University of Western Ontario (UWO) medical professor, left Rwanda after a distressing week. Having seen first-hand the impact of the 1994 genocide and the HIV/AIDS pandemic, Cechetto committed himself to accept the request from UWO and the Rector of the National University of Rwanda to direct a project to help rebuild Rwanda's health sector. As he was flying back to London, Ontario, he began to prepare a proposal for funding to be submitted within six months. His first decision was who his Rwandan partner or partners should be in this project.

Discipline: General Management; International

Issues: International Management; Sustainable Development; Partnership; Health

Industry: Health Services

Setting: Africa, 2000

Difficulty: 4 - Undergraduate/MBA

Length: 9 pages

9B07C020

BC METAL (A)

James A. Erskine; Aaron Anticic

Teaching Note: 8B07C20

Publication Date: 6/4/2007

Revised: 10/19/2007

The president of a metal products manufacturer and distributor is informed that the company controller is having an affair with another employee who is married to the general manager of production. The president is in the process of selling the company and wonders what affect the affair, if true, will have. Three short supplementary cases are also available: 9B07C021, 9B07C022 and 9B07C023.

Discipline: Human Resource Management

Issues: Ethical Issues; Office Extramarital Affairs; Sexual Harassment; Employee Relations

Industry: Fabricated Metal Products
Setting: Canada, Small, 2007
Difficulty: 4 - Undergraduate/MBA
Length: 5 pages

9B07C003

KILLER COKE: THE CAMPAIGN AGAINST COCA-COLA

Henry W. Lane; David T.A. Wesley

Teaching Note: 8B07C03

Publication Date: 1/31/2007

Revised: 11/12/2007

The CEO of Coca-Cola is faced with increasing criticism over the company's handling of alleged human rights abuses in Colombia. A grass roots protest movement known as "The Campaign to Stop Killer Coke" has built international support for a boycott of Coca-Cola products on college campuses. The campaign centers specifically on the intimidation and murder of union leaders at a specific Coca-Cola bottling plant in Colombia. Coca-Cola asserted that it was not responsible for such abuses. Rather, the violence at the Coca-Cola plant was the product of a political situation that was beyond the company's control. The company further argued that it was in compliance with local labor laws, and had been dismissed as the defendant in lawsuits filed in Colombia and U.S. courts. At the time of the case, Coca-Cola is faced with anti-Coke campaigns at more than 100 college campuses worldwide and official boycotts of its products at a number of large well-known campuses in the United States. In response, the company has undertaken an audit of its bottling plants in Colombia. It also launched a public relations campaign aimed at refuting accusations of human rights violations. The case can be used to discuss corporate ethics, extraterritoriality, marketing and public relations.

Discipline: Human Resource Management; International

Issues: Emerging Markets; Supplier Selection; Trade Unions; Ethical Issues

Industry: Food and Kindred Products

Setting: Colombia; United States, Large, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 23 pages

9B06M032

LAUREL UPHOLSTERY

Michael Sider; Ken Mark

Publication Date: 4/28/2006

Revised: 1/30/2006

A senior manager at Laurel Upholstery learns from an unexpected meeting with a former senior manager at the firm's Montreal factory that only managers of a certain origin - regardless of seniority or performance - were being promoted into top management positions. Although the former manager alleged he had no interest in pursuing the matter, he was frustrated enough to leave the firm, and indicated the matter seemed serious enough to warrant further investigation.

Discipline: General Management

Issues: Human Resources Management; Leadership; Communications; Discrimination

Industry: Textile Mill Products

Setting: Canada, Small, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 5 pages

9B06M021

ROYAL DUTCH SHELL IN NIGERIA: OPERATING IN A FRAGILE STATE

Isaiah A. Litvak

Teaching Note: 8B06M21

Publication Date: 3/17/2006

Stuck in a quagmire of violence and political issues in Nigeria, Royal Dutch Shell's challenge was to establish socially responsible business practices to enable the company to sustain and expand its operations in Nigeria and the Niger Delta in particular. A conflict resolution and public policy consultant was brought in to develop some constructive ideas on how best to address the problems Royal Dutch Shell faced in Nigeria. This case is intended to introduce students to some of the complex issues faced by multinational corporations in developing countries.

Discipline: General Management; International

Issues: Corporate Governance; Conflict Resolution; Pressure Groups; Corporate Responsibility

Industry: Oil & Gas Extraction

Setting: Nigeria, Large, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 22 pages

9B06M013

CHINA MINMETALS CORPORATION AND NORANDA INC.

Isaiah A. Litvak

Teaching Note: 8B06M13

Publication Date: 2/6/2006

Revised: 1/20/2006

The proposed takeover of Noranda Inc. (one of the biggest mineral players in the world) by the Chinese state owned enterprise, China Minmetals Corporation, was cause for Canadian government concern as it required some understanding about the workings and objectives of state owned enterprises. There was particular concern around the labour issues and human rights violations in China, and the possible impact of these on the proposed takeover. Equally important, Canada ran the substantial risk of sending the wrong message to the People's Republic of China if it was to block such a takeover, and in some respects, to be seen as shutting its doors to one of the world's largest and most powerful emerging economies.

Discipline: General Management; International

Issues: Politics; Government and Business; Ethical Issues; Business and Society

Industry: Metal Mining

Setting: Canada/China, Large, 2004

Difficulty: 4 - Undergraduate/MBA

Length: 19 pages

9B05C032

AN INDISCREET CONVERSATION ON HIRING

Alison Konrad; Ken Mark

Teaching Note: 8B05C32

Publication Date: 11/28/2005

A group of four friends, all married men and in their late 20s, meet for coffee in a major city. One of the men has received a job application from a young woman he considers to be a stellar candidate for his job opening. The discussion turns into a debate about the feasibility of hiring young women for professional and managerial positions, given that they become pregnant and go on maternity leave.

Discipline: Human Resource Management

Issues: Women in Management; Human Resources Management; Discrimination

Setting: Canada, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 4 pages

9B05C017

MARIE BOHM AND THE ASPECT GROUP

Alison Konrad

Teaching Note: 8B05C17

Supplemental Material: 7B05C017

Publication Date: 6/14/2005

The Aspect Group is a small entrepreneurial marketing company that focuses on brand management. Having worked in the industry for a number of years both as permanent employee and freelancer, Marie Bohm founded the Aspect Group with a goal of developing a humane work environment with work-life flexibility. To grow the business, she is faced with two choices: she could partner with a small local firm or link with a high-profile firm in Toronto. The latter would provide greater visibility and credibility but she is concerned that the demands could alter the work-life flexibility qualities she valued. A video is available, product # 7B05C017.

Discipline: Entrepreneurship; Human Resource Management

Issues: Strategic Alliances; Family-Work Interaction; Women in Management; Human Resources Management

Industry: Business Services

Setting: Canada, Small, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 13 pages

9B04C037

REBECCA COLLIER

John S. Haywood-Farmer; Jennifer Lewis

Teaching Note: 8B04C37

Publication Date: 11/23/2004

Revised: 9/3/2005

An undergraduate commerce student has just completed a group strategy project and is wondering what to do. She believed the group had done a good job but was disturbed by many things that had happened between her and her teammates during the project. She was unsure what she and her teammates could have done to stop the situation from escalating as far as it had and what action she should take now to let her teammates know how she felt and to prevent similar instances from occurring in the future.

Discipline: Human Resource Management

Issues: Interpersonal Relations; Group Behaviour; Ethical Issues; Sexual Harassment

Setting: Canada

Difficulty: 4 - Undergraduate/MBA

Length: 6 pages

9B04C045

NEXTECH INC. (B)

James C. Rush; Gerard Seijts; Eileen D.J. Watson

Teaching Note:

Publication Date: 10/13/2004

Four women managers talk about some of their experiences at NexTech, focusing on their working relationships, past and present, with various male managers. This is a supplement to NexTech Inc. (A), product 9B04C041.

Discipline: Human Resource Management

Issues: Employment Equity; Women in Management; Promotion Policy; Human Resources Management

Industry: Communications Industry

Setting: Canada, Large

Difficulty: 4 - Undergraduate/MBA

Length: 7 pages

9B04C041

NEXTECH INC. (A)

James C. Rush; Eileen D.J. Watson

Teaching Note:

Publication Date: 9/20/2004

Revised: 10/13/2004

A manager must decide among seven candidates to recommend for a management promotion. The company has developed a new focus on equal opportunity for its female employees, so the manager is struggling with the decision of which to choose from five male and two female candidates, particularly in light of some company statistics that indicated women were not proportionally represented in management.

Discipline: Human Resource Management

Issues: Women; Promotion Policy; Employee Selection; Human Resources Management

Industry: Communications Industry
Setting: Canada, Large, 1997
Difficulty: 4 - Undergraduate/MBA
Length: 21 pages

9B04C008

TELECOM*James A. Erskine; Michael Sartor*

Teaching Note: 8B04C08

Publication Date: 4/5/2004

In less than six months, a telecommunications company has faced two incidents of alleged violations of the Canadian Human Rights Act. The general manager spent considerable time interviewing employees about the first incident. He then reported his findings, and the Canadian Human Rights Commission confirmed that no discrimination had occurred. Just a few months later, an employee approached her supervisor, alleging sexual harassment by a colleague. The company's general manager must not only deal with the second incident, he wonders whether he needs to draft a human resources policy to outline employee rights and responsibilities under the Canadian Human Rights Act.

Discipline: Human Resource Management**Issues:** Human Rights; Sexual Harassment; Human Resources Management; Discrimination**Industry:** Communications Industry**Setting:** Canada, Medium, 2003**Difficulty:** 4 - Undergraduate/MBA**Length:** 22 pages

9B04C006

STAFFING WAL-MART STORES, INC. (A)*Alison Konrad; Ken Mark*

Teaching Note: 8B04C06

Publication Date: 1/26/2004

Wal-Mart Stores, Inc. is a large Fortune 500 retail chain. The distinction of being the top-ranked company comes with intense scrutiny from the public and, especially, critics. Wal-Mart, a company lauded for its rapid response capability and stated commitments to gender equality is shown to be deficient in some glaring areas - the percentage of women compared to men at all levels of the company, and the compensation paid to women versus men at all levels of the company, to cite two examples. An executive vice-president must examine why these inequalities exist when the company seems to be doing everything else right. The company is the target of several gender discrimination lawsuits and the executive vice-president has the opportunity to obtain information that would be useful in the current situation, and must determine what information is needed. In the supplement, Staffing Wal-Mart Stores, Inc. (B), product 9B04C007, the executive vice-president receives information and must determine how to address the situation.

Discipline: Human Resource Management**Issues:** Management Decisions; Pay Equity**Industry:** General Merchandise Stores**Setting:** United States, Large, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 10 pages

9B04C007

STAFFING WAL-MART STORES, INC. (B)*Alison Konrad; Ken Mark*

Teaching Note: 8B04C06

Publication Date: 1/26/2004

In this supplement to Staffing Wal-Mart Stores, Inc. (A), product 9B04C006, the executive vice-president receives data on gender inequalities and must determine how to address the situation.

Discipline: Human Resource Management**Issues:** Management Decisions; Pay Equity; Human Resources Management**Industry:** General Merchandise Stores**Setting:** United States, Large, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 6 pages

9B04C005

BEING DIFFERENT: EXCHANGE STUDENT EXPERIENCES*David T.A. Wesley; Henry W. Lane*

Teaching Note: 8B04C04

Publication Date: 1/16/2004

This case is about African-American, Latin American and Asian undergraduate, international business majors from a Boston-area university who traveled to Spain, France and Germany for a year-long period of study and work. Presented are their experiences being minority students in Europe. The experiences range from annoying stares to aggressive propositions from men. This case can be used with the note The Changing Face of Europe: A Note on Immigration and Societal Attitudes, product 9B03M050 to prepare business students for overseas study and internships.

Discipline: Human Resource Management; International**Issues:** Intercultural Relations; Human Behaviour; Education; Discrimination**Industry:** Educational Services**Setting:** Spain/Germany, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 5 pages

9B03M050

CHANGING FACE OF EUROPE: A NOTE ON IMMIGRATION AND SOCIETAL ATTITUDES*Henry W. Lane; David T.A. Wesley*

Publication Date: 11/5/2003

This note discusses the impact of immigration on attitudes and government policy in Western Europe's three largest countries, Spain, France and Germany. It also examines how the histories and political structures of these countries have influenced immigration policy and the integration of immigrant populations. Finally, it predicts the impact that immigration policy will have on employment and productivity in what some observers have dubbed "Fortress Europe."

Discipline: General Management; International**Issues:** International Law; Globalization; Unemployment; Intercultural Relations**Industry:** National Security & Internat. Affairs**Setting:** Germany/Spain/France, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 19 pages

9B03C041

SEXUAL HARASSMENT IN THE WORKPLACE: DEFINITIONS, CASES AND POLICY*Lyn Purdy; Anjali Coelho*

Publication Date: 8/6/2003

Revised: 4/29/2004

This note provides background information on sexual harassment in the workplace. Discussed are what constitutes sexual harassment, the rights of employees under the Human Rights Code, corporate liability in such circumstances, and typical remedies to sexual harassment complaints. In addition, suggestions for designing a sexual harassment policy are presented along with an example of one corporate policy. Finally, a number of significant sexual harassment cases from Canada and their outcome are presented.

Discipline: Human Resource Management**Issues:** Sexual Harassment; Discrimination**Setting:** Canada, 2003**Difficulty:** 4 - Undergraduate/MBA**Length:** 12 pages

9B03M028

TALISMAN ENERGY INC.*Lawrence G. Tapp; Gail Robertson*

Teaching Note: 8B03M28

Publication Date: 5/28/2003

Revised: 12/13/2004

Talisman Energy is the largest Canadian oil and gas producer, with main business activities in exploration, development, production and marketing of crude oil, natural gas and natural gas liquid. At a special board of directors meeting, the management and board of Talisman conducted a review of the Sudan operations to assess its fit within the current business portfolio. After years of direct and often angry criticism by human rights groups and the fact that the United States government was threatening to restrict firms operating in Sudan from listing their securities on American markets, the board was considering its options in the region. The Sudan project had good economic value for Talisman with good future prospects and production possibilities. Additionally, the company had gone to considerable lengths to develop and implement socially responsible policies and programs in Sudan. Senior management believed that they had contributed to an increased quality of life for the people of Sudan. Despite this, activist groups had continued to attack Talisman for their role in Sudan. The continued pressure from activists and governments were believed to be responsible for a steady decrease in share price. The issue before the board in conducting this review was to question whether continuing operations in Sudan was compatible with Talisman's mandate to operate in the best interests of the company and its shareholders.

Discipline: General Management; International**Issues:** International Management; Corporate Governance; Ethical Issues; Board of Directors**Industry:** Oil & Gas Extraction**Setting:** Canada/Africa, Large, 2001**Difficulty:** 4 - Undergraduate/MBA**Length:** 37 pages

9B03C011

JULIE DEMPSTER (A)*Christine Pearson; Russ M. Knight*

Teaching Note: 8B03C11

Publication Date: 5/1/2003

A black Canadian woman is hired as vice-president of marketing and brand positioning for an Amsterdam-based computer software company. Shortly after joining the firm she encounters a number of cross-cultural and equality issues. She must decide whether or not to renew her contract with the company. The supplement case, Julie Dempster (B), product 9B03C012 outlines her decision.

Discipline: Human Resource Management; International**Issues:** Cultural Customs; Management in a Global Environment; Personal Development; Corporate Culture**Industry:** Miscellaneous Services**Setting:** Netherlands, Small, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 7 pages

9B03C012

JULIE DEMPSTER (B)*Christine Pearson; Russ M. Knight*

Teaching Note: 8B03C11

Publication Date: 5/1/2003

This is a supplement to Julie Dempster (A), product 9B03C011. A newly hired vice-president of brand positioning must decide whether to renew her contract after experiencing cross-cultural and equality issues.

Discipline: Human Resource Management; International**Issues:** Cultural Customs; Management in a Global Environment; Personal Development; Corporate Culture**Industry:** Miscellaneous Services**Setting:** Netherlands, Small, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 1 pages

9B02C064

OMEGA AIR CHARTERS: TROUBLE IN AZERBAIJAN*Gerard Seijts; Simon Taggar; Ken Mark*

Teaching Note: 8B02C64

Publication Date: 2/6/2003

Revised: 2/14/2003

Omega Air Charters is an air transportation company that provides service to the global mining industry. The company has negotiated a contract with a group of European mining companies that requires Omega Air to provide air service in Azerbaijan - once part of the former Soviet Union. Based on the agreement made with the country, the company must staff the operation with Azerbaijan pilots and engineers who resent a western corporation operating western aircraft in their country. The executive vice-president must resolve this issue and gain the trust of the pilots and engineers if this project is to succeed.

Discipline: Entrepreneurship; Human Resource Management; International**Issues:** Cross Cultural Management; Management Behaviour; Women in Management; Career Development**Industry:** Air Transportation**Setting:** Azerbaijan, Medium, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 9 pages

9B02C053

AMERICAN CAR: SALARIED HEADCOUNT REDUCTION*David Loree; Ken Mark*

Teaching Note: 8B02C53

Publication Date: 11/29/2002

The head of salaried personnel at a large automotive manufacturer is faced with the unenviable task of implementing head count reductions. Several options are available including voluntary leave of absence, contract position reductions and early retirement packages. She must decide the best method to carry out the reductions and how to keep the targeted reductions fair to all employees at the company. Supplemental case Janet Michaels at American Car, product 9B02C054 discusses her decision.

Discipline: Human Resource Management**Issues:** Human Resources Management; Employee Termination**Industry:** Transportation Equipment**Setting:** Canada, Large, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 13 pages

9B02C054

JANET MICHAELS AT AMERICAN CAR*David Loree; Ken Mark*

Teaching Note: 8B02C54

Publication Date: 11/29/2002

As part of a corporate restructuring plan, the head of salaried personnel at American Car must reduce salaried personnel by 560 people. She is forced to use age and seniority as the only two criteria for employee reductions. This supplement to American Car: Salaried Headcount Reduction, product 9B02C053, allows class discussion around appropriate employee evaluation methods.

Discipline: Human Resource Management**Issues:** Employee Termination; Human Resources Management**Industry:** Transportation Equipment**Setting:** Canada, Large, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B02C007

MOST LIKELY TO SLEEP WITH HER BOSS...AND THE WINNER IS...GAIL WILSON (A)*Gerard Seijts*

Teaching Note: 8B02C07

Publication Date: 10/29/2002

A first year business student has recently received an award from her classmates, one that was intended as a joke, but that had left her feeling embarrassed and angry. Two of her male classmates had created a series of year-end awards to be handed out in fun. She was the recipient of the "Most Likely to Sleep With Her Boss Award." When these awards were given out in a class setting, the student felt uncomfortable and embarrassed, but had gone along with it to be a good sport. When she heard that these same "joke" awards were to be given out at the year-end banquet in front of faculty members

and the entire student body of the school, she asked one of the creator/presenters to leave her out of the "fun" this time around. To her horror, her classmate did not honor her request, and she was humiliated in front of her teachers and peers in a very public forum. Supplement cases, products 9B02C008, 9B02C009 and 9B02C010 provide detail of the events leading up to the award presentation and its aftermath. The fourth supplement, product 9B02C011, describes the perpetrators' viewpoint.

Discipline: Human Resource Management
Issues: Classroom Management; Interpersonal Skills; Sexual Harassment; Management Behaviour
Industry: Educational Services
Setting: Canada, 2000
Difficulty: 4 - Undergraduate/MBA
Length: 5 pages

9B02C008

**MOST LIKELY TO SLEEP WITH HER
 BOSS...AND THE WINNER IS...GAIL WILSON (B)**

Gerard Seijts
 Teaching Note: 8B02C07
 Publication Date: 10/29/2002

A first-year business student is excited about the school's year-end banquet and is confident of her chances of receiving a prestigious award that she has been nominated for. She has recently received another award from her classmates - a joke award that left her feeling embarrassed and angry. When she finds out that this joke award would also be presented at the year-end banquet, she asks the creator/presenter of this award to leave her out. At the banquet, the joke award is handed out to the student in front of faculty and guests. Supplement to "Most Likely to Sleep With Her Boss...and the Winner Is...Gail Wilson" (A), product 9B02C007.

Discipline: Human Resource Management
Issues: Classroom Management; Interpersonal Skills; Sexual Harassment; Management Behaviour
Industry: Educational Services
Setting: Canada, 2000
Difficulty: 4 - Undergraduate/MBA
Length: 3 pages

9B02C009

**MOST LIKELY TO SLEEP WITH HER
 BOSS...AND THE WINNER IS...GAIL WILSON (C)**

Gerard Seijts
 Teaching Note: 8B02C07
 Publication Date: 10/29/2002

This supplement to "Most Likely to Sleep With Her Boss...and the Winner Is...Gail Wilson" (A), product 9B02C007, outlines the concerns the faculty instructors have following the events at the year-end banquet where an unwanted and unwelcome joke award was presented to a female student.

Discipline: Human Resource Management
Issues: Classroom Management; Interpersonal Skills; Sexual Harassment; Management Behaviour
Industry: Educational Services
Setting: Canada, 2000
Difficulty: 4 - Undergraduate/MBA
Length: 1 pages

Report prepared on: 25/11/2008

9B02C010

**MOST LIKELY TO SLEEP WITH HER
 BOSS...AND THE WINNER IS...GAIL WILSON (D)**

Gerard Seijts
 Teaching Note: 8B02C07
 Publication Date: 10/29/2002

The third supplement to "Most Likely to Sleep With Her Boss...and the Winner Is...Gail Wilson (A), product 9B02C007, discusses the disciplinary actions taken by the school toward the perpetrators of the joke awards.

Discipline: Human Resource Management
Issues: Classroom Management; Interpersonal Skills; Sexual Harassment; Management Behaviour
Industry: Educational Services
Setting: Canada, 2000
Difficulty: 4 - Undergraduate/MBA
Length: 1 pages

9B02C011

**MOST LIKELY TO SLEEP WITH HER
 BOSS...AND THE WINNER IS...GAIL WILSON (E)**

Gerard Seijts
 Teaching Note: 8B02C07
 Publication Date: 10/29/2002
 Revised: 4/8/2003

This supplement to "Most Likely to Sleep With Her Boss...and the Winner Is...Gail Wilson (A), product 9B02C011, describes the perpetrator's viewpoint of the events that happened at the year-end banquet.

Discipline: Human Resource Management
Issues: Classroom Management; Interpersonal Skills; Sexual Harassment; Management Behaviour
Industry: Educational Services
Setting: Canada, 2000
Difficulty: 4 - Undergraduate/MBA
Length: 3 pages

9B02C004

**STAMFORD MACHINE CORPORATION:
 ALLEGATIONS OF RACISM**

Christina A. Cavanagh; Ken Mark
 Teaching Note: 8B02C04
 Publication Date: 4/29/2002

Stamford Machine Corporation is a market leader in the manufacturing of photocopiers and office equipment. The director of corporate business ethics and compliance has been notified that the company is being served with a discrimination lawsuit. A newspaper announcement was released to the public outlining details of the charges and before the director could leave his office, he receives a call from a journalist asking for the company's comments. He must determine if there has been a breach in the company's policy on discrimination and plan how the company will deal with the media.

Discipline: Human Resource Management
Issues: Relationship Management; Communications
Industry: Electric & Electronic Equipment Supplies
Setting: United States, Medium, 2001
Difficulty: 4 - Undergraduate/MBA

Length: 3 pages

9B01C027

CTV NEWSNET (B)

Christina A. Cavanagh; Christine Russell

Teaching Note: 8B01C27

Publication Date: 4/8/2002

After showing the wrong take of a CTV broadcast, one filled with ethnic, gender and social slurs intended to amuse studio technicians, the broadcaster decided to fire the on-air personality who had been caught making the remarks. With her reputation and future uncertain, the on-air personality must devise a personal strategy for how to handle herself in the ensuing media spotlight. This a supplement to CTV Newsnet (A) (product 9B00C027). A second supplement, CTVNewsnet (C) (product 9B01C028) discusses the aftermath of the firing.

Discipline: Human Resource Management

Issues: Management Style; Communications; Women; Wrongful Dismissal

Industry: Motion Pictures - TV, Radio & Video

Setting: Canada, Medium, 2000

Difficulty: 4 - Undergraduate/MBA

Length: 4 pages

9B01C028

CTV NEWSNET (C)

Christina A. Cavanagh; Christine Russell

Teaching Note: 8B01C28

Publication Date: 4/8/2002

After showing the wrong version of a broadcast, the broadcaster fires the on-air personality who had been caught on tape making ethnic, gender and social slurs, intended to amuse studio technicians. In this supplement to CTV Newsnet (A) (product 9B00C027), the aftermath of the very public firing is discussed from both the company and individual perspectives.

Discipline: Human Resource Management

Issues: Wrongful Dismissal; Women; Management Style; Communications

Industry: Motion Pictures - TV, Radio & Video

Setting: Canada, Medium, 2002

Difficulty: 4 - Undergraduate/MBA

Length: 2 pages

9B01C026

AVOIDING DISCRIMINATION IN EMPLOYMENT SELECTION AND RETENTION: SOME LEGAL ISSUES

Lyn Purdy; Paula Puddy

Publication Date: 4/1/2002

This note provides background information on legal issues in employment selection and retention. Presented are some of the restrictions that are placed on how employers conduct the recruitment process. The human rights legislation that governs the entire employment process is introduced. In addition, the issues of reasonable and bona fide job requirements, medical testing in pre-employment and current employment situations are discussed. Issues that interviewers need to be aware of to avoid discrimination during the hiring process are also highlighted.

Discipline: Human Resource Management

Issues: Job Requirements; Medical Testing; Interviewing Skills; Employee Selection

Industry: Business Services

Setting: Canada, 2000

Difficulty: 4 - Undergraduate/MBA

Length: 10 pages

9B01C014

BARLING FINANCIAL: SEXUAL HARASSMENT (A)

Lyn Purdy; Joerg Dietz; Grace Kim

Teaching Note: 8B01C14

Publication Date: 8/31/2001

Revised: 6/18/2007

Barling Financial is a subsidiary of U.S.-based Apple Financial and is the sixth largest asset-management company in Canada. The assistant supervisor of client services is confronted by a customer service representatives who has been experiencing ongoing sexual harassment from a co-worker. The assistant supervisor must investigate the situation and determine what to do next. Supplemental cases Barling Financial: Sexual Harassment (B), product 9B01C015, Barling Financial: Sexual Harassment (C), product 9B01C016 and Barling Financial: Sexual Harassment (D), product 9B01C017 follow the sequence of events.

Discipline: Human Resource Management

Issues: Organizational Behaviour; Human Resources Management; Management Behaviour; Sexual Harassment

Industry: Banking

Setting: Canada, Large, 2000

Difficulty: 4 - Undergraduate/MBA

Length: 8 pages

9B01C015

BARLING FINANCIAL: SEXUAL HARASSMENT (B)*Lyn Purdy; Joerg Dietz; Grace Kim*

Teaching Note: 8B01C14

Publication Date: 8/31/2001

Revised: 6/18/2007

The assistant supervisor of client services of a large asset management company has been informed of sexual harassment on her team. She interviews the two employees involved and has to decide on what disciplinary action to take, keeping in line with company policy and consideration of the employees' feelings. This is a supplement to Barling Financial: Sexual Harassment (A), product 9B01C014. Additional supplements Barling Financial: Sexual Harassment (C), product 9B01C016 and Barling Financial: Sexual Harassment (D), product 9B01C017 further detail the situation.

Discipline: Human Resource Management**Issues:** Sexual Harassment; Organizational Behaviour; Management Behaviour; Human Resources Management**Industry:** Banking**Setting:** Canada, Large, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B01C016

BARLING FINANCIAL: SEXUAL HARASSMENT (C)*Lyn Purdy; Joerg Dietz; Grace Kim*

Teaching Note: 8B01C14

Publication Date: 8/31/2001

Revised: 6/18/2007

The assistant supervisor of a large asset management company is trying to figure out why the senior vice-president has criticized her handling of the recent sexual harassment situation. She thought she had resolved the issue satisfactorily following company policy. She questioned how she was managing her team and whether the situation could have been prevented. This supplements the case Barling Financial: Sexual Harassment (A) and (B), products 9B01C014 and 9B01C015. Another supplement, 9B01C017, is also available.

Discipline: Human Resource Management**Issues:** Sexual Harassment; Organizational Behaviour; Management Behaviour; Human Resources Management**Industry:** Banking**Setting:** Canada, Large, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 1 pages

9B01C017

BARLING FINANCIAL: SEXUAL HARASSMENT (D)*Lyn Purdy; Joerg Dietz; Grace Kim*

Teaching Note: 8B01C14

Publication Date: 8/31/2001

Revised: 6/18/2007

This is a supplement to Barling Financial: Sexual Harassment (A), product 9B01C014 and outlines what happens to the employees, assistant supervisor and company involved in a sexual harassment situation. Other supplements are Barling Financial: Sexual Harassment (B), product 9B01C015 and Barling Financial: Sexual Harassment (C), product 9b01C016.

Discipline: Human Resource Management**Issues:** Human Resources Management; Management Behaviour; Organizational Behaviour; Sexual Harassment**Industry:** Banking**Setting:** Canada, Large, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B01C004

CXP PUBLISHING INC. (A)*Lyn Purdy; Ken Mark*

Teaching Note: 8B01C04

Publication Date: 5/18/2001

Revised: 12/9/2002

The newly promoted director of sales and marketing at CXP, a publishing company, has just inherited an employee conduct issue. In her previous position she became aware that a sales representative was having sexual relations with the company's clients, but the company's president was dealing with the issue. In her new role she discovers that issue still persists and this employee now reports to her. She realizes that this was a 'hot issue' and needed to determine the best way to handle the situation. There was more to consider than just dealing with the employee, there was the company's relationship with their clients and she did not want to put this in jeopardy.

Discipline: Human Resource Management**Issues:** Organizational Behaviour; Employee Training; Ethical Issues; Career Development**Industry:** Business Services**Setting:** Canada, Small, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 4 pages

9B01C005

CXP PUBLISHING INC. (B)*Lyn Purdy; Ken Mark*

Teaching Note: 8B01C04

Publication Date: 5/18/2001

Revised: 12/9/2002

The director of sales and marketing at CXP Publishing discusses with the marketing director how she is going to handle a difficult employee conduct issue, that of a sales representative who is sexually involved with some customers. Her approach to resolving the situation was going to take time, until another incident occurred, when she realized that she would have quickly change her plans. This is a supplement to the CXP Publishing Inc. (A) case (product number 9B01C004).

Discipline: Human Resource Management**Issues:** Career Development; Organizational Behaviour; Ethical Issues; Employee Training**Industry:** Business Services**Setting:** Canada, Small, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B01C006

CXP PUBLISHING INC. (C)*Lyn Purdy; Ken Mark*

Teaching Note: 8B01C04

Publication Date: 5/18/2001

Revised: 12/9/2002

To resolve an employee conduct issue, an employee engaging in sexual relations with customers, the director of sales and marketing at a small advertising firm coaches the employee to develop a more professional image. Using discussion and reinforcing positive behavior, the employee and the company both benefit. This is supplement to the (A) case, (product number 9B01C004) and (B) case, (product number 9B01C005).

Discipline: Human Resource Management**Issues:** Organizational Behaviour; Ethical Issues; Employee Training; Career Development**Industry:** Business Services**Setting:** Canada, Small, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B00C027

CTV NEWSNET (A)*Christina A. Cavanagh; Carol A. Tattersall*

Teaching Note: 8B00C27

Publication Date: 12/8/2000

A national television station aired the wrong take of a CTV Newsnet broadcast, one filled with ethnic, gender and social slurs aimed to amuse the technicians in the studio. When this segment was inadvertently aired, the station was thrown into a crisis management situation where every reaction required an action. The senior vice-president of news needed to make some major decisions quickly. He had to gauge public reaction and the effects of the incident on the growing reputation of CTV Newsnet and consider the vested interests of key stakeholders such as the parent company CTV Inc. and

its major advertisers. This case explores the gravity of communication issues and lets students try their hand at making critical decisions, in tight time frames with imperfect information. Supplements CTV Newsnet (B), product number 9B01C027, discusses developing and implementing a communication strategy and CTV Newsnet (C), product number 9B01C028, focuses on the aftermath of the firing.

Discipline: Human Resource Management**Issues:** Crisis Management; Corporate Responsibility; Public Relations; Consumer Relations**Industry:** Communications Industry**Setting:** Canada, Medium, 2000**Difficulty:** 4 - Undergraduate/MBA**Length:** 7 pages

9A98M004

NOTE ON HUMAN RIGHTS VIOLATIONS IN CHILE*Henry W. Lane; David T.A. Wesley*

Publication Date: 6/8/1998

Revised: 4/9/1999

In 1998, Chile remained a country divided. Despite the revelations made by human rights investigations, 20 per cent of Chileans were still staunch supporters of Pinochet, and ideological extremes continued to dominate the political landscape, even among the young. Although many Chileans lived under a reign of terror, many more welcomed the social and economic changes implemented under military rule. Chilean society became polarized because of differences in opinion regarding the dictatorship.

Discipline: General Management; International**Issues:** Political Environment; Third World; Trade Unions; International Business**Setting:** Chile**Difficulty:** 5 - MBA/Postgraduate**Length:** 6 pages

9A95C006

MANITOBA BASEBALL ASSOCIATION*James A. Erskine; Guy Constant*

Teaching Note: 8A95C06

Publication Date: 4/7/1995

Revised: 12/13/2002

The executive director of the baseball association has been put on the spot by the local newspaper. A player verbally assaulted a female reporter. He has few details of the incident but now has to deal with the furor before it gets beyond control.

Discipline: Human Resource Management**Issues:** Sports; Sexual Harassment; Conflict Resolution; Public Relations**Industry:** Amusement and Recreation Services**Setting:** Canada, Small, 1991**Difficulty:** 4 - Undergraduate/MBA**Length:** 12 pages

9A82M002

NORANDA-ANDACOLLO

J. Peter Killing; Peter Richardson

Teaching Note: 8A82M02

Publication Date: 1/1/1982

Revised: 1/23/2004

Noranda is preparing to develop a \$400 million copper mine in Chile. The Task Force of Canadian Churches opposes the investment because of the lack of human rights in Chile and has made its presence felt at Noranda's last five annual meetings. Enough data is in the case to analyze the investment on financial and moral grounds. Is Noranda morally right to go ahead? To what extent should the answer to this question govern their decision? What is the role of business ethics in this decision?

Discipline: General Management; International

Issues: Personal Values; Corporate Responsibility

Industry: Metal Mining

Setting: Canada/Chile, Large, 1980

Difficulty: 4 - Undergraduate/MBA

Length: 20 pages

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9B06M085

BRITISH COLUMBIA AUTOMOBILE ASSOCIATION: POST-STRIKE AND LOOKING TOWARDS THE FUTURE

Charlene Zietsma; Ken Mark

Teaching Note: 8B06M85

Publication Date: 11/6/2006

The vice-president of human resources of the British Columbia Automobile Association (BCAA) had just concluded negotiating the first collective agreements for two separate bargaining units with the association's union, who represented about 25 per cent of BCAA's workforce. BCAA's senior management wanted to find a way to reconcile with its unionized employees while still carrying on with the biggest cultural change in the company's century-long history. They wondered how best to proceed. The case serves as a discussion vehicle for how companies can manage labor relations post-strike, while attempting to implement strategic change.

Discipline: Entrepreneurship; General Management

Issues: Small Business; Services; Competitive Advantage; Strategy and Resources

Industry: Business Services

Setting: Canada, Small, 2000

Difficulty: 4 - Undergraduate/MBA

Length: 12 pages

9B06A020

NESTLE'S NESCAFE PARTNERS' BLEND: THE FAIRTRADE DECISION (A)

Niraj Dawar; Jordan Mitchell

Teaching Note: 8B06A20

Publication Date: 7/27/2006

Revised: 1/9/2008

AWARD WINNING CASE - Corporate Social Responsibility Award, 2006 European Foundation for Management Development (EFMD) Case Writing Competition. In early 2005, Nestle is in the midst of a decision: whether or not the Fairtrade mark should be applied on Partners' Blend, a new instant coffee product to be marketed in the growing UK 'ethical' coffee segment. Application of the Fairtrade mark on the Partners Blend product means that Nestle must go against its historical position of not offering minimum guaranteed prices to coffee farmers. As part of their deliberations, Nestle executives must consider their coffee sourcing program at large, their corporate social responsibility framework, Nescafe and corporate Nestle branding, the UK market and the potential consumer

Report prepared on: 25/11/2008

benefits or backlash that could result from releasing such a product.

Discipline: International; Marketing

Issues: Corporate Responsibility; Brand Management; New Products; Product Strategy

Industry: Food and Kindred Products

Setting: United Kingdom;Switzerland, Large, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 24 pages

9B06A021

NESTLE'S NESCAFE PARTNERS' BLEND: THE FAIRTRADE DECISION (B)

Niraj Dawar; Jordan Mitchell

Teaching Note: 8B06A20

Publication Date: 7/27/2006

This supplement to product # 9B06A020, Nestle's Nescafe Partners' Blend: The Fairtrade Decision (A) outlines the company's decision.

Discipline: International; Marketing

Issues: Brand Management; Product Strategy; New Products; Corporate Responsibility

Industry: Food and Kindred Products

Setting: United Kingdom;Switzerland, Large, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 3 pages

9B06C005

STEERING AIR CANADA THROUGH TROUBLED TIMES

Gerard Seijts; Ann C. Frost; Ken Mark

Teaching Note: 8B06C05

Publication Date: 4/11/2006

Having overseen the oftentimes acrimonious merger of Canadian Airlines, witnessed the depression in the airline passenger market in the wake of September 11, 2001, been negatively affected by the war in Iraq and the SARS threat in the spring of 2003, Robert Milton, CEO of Air Canada, had only recently reached 11th hour settlements with Air Canada's major unions. It was these agreements that had saved Air Canada from liquidation. Public critics pointed fingers directly at Milton and his actions to date as a major reason why employees and union leaders alike were so reluctant to commit to the economic health and viability of the airline. Victor Li, owner of Trinity Time Investments Ltd., was poised to buy a controlling stake in Air Canada. The proposal deal would give him veto power over a list of 23 different matters, including hiring the CEO. Should Li be confident in Milton and his management team to lead Air Canada

through its next phase? Or would Air Canada be best served if Milton were let go after having brought the airline to this point?

Discipline: Human Resource Management
Issues: Change Management; Management Succession; Leadership; Labour Relations
Industry: Air Transportation
Setting: Canada, Large, 2004
Difficulty: 4 - Undergraduate/MBA
Length: 29 pages

9B06M013

CHINA MINMETALS CORPORATION AND NORANDA INC.

Isaiah A. Litvak
 Teaching Note: 8B06M13
 Publication Date: 2/6/2006
 Revised: 1/20/2006

The proposed takeover of Noranda Inc. (one of the biggest mineral players in the world) by the Chinese state owned enterprise, China Minmetals Corporation, was cause for Canadian government concern as it required some understanding about the workings and objectives of state owned enterprises. There was particular concern around the labour issues and human rights violations in China, and the possible impact of these on the proposed takeover. Equally important, Canada ran the substantial risk of sending the wrong message to the People's Republic of China if it was to block such a takeover, and in some respects, to be seen as shutting its doors to one of the world's largest and most powerful emerging economies.

Discipline: General Management; International
Issues: Politics; Government and Business; Ethical Issues; Business and Society
Industry: Metal Mining
Setting: Canada/China, Large, 2004
Difficulty: 4 - Undergraduate/MBA
Length: 19 pages

9B05C032

AN INDISCREET CONVERSATION ON HIRING

Alison Konrad; Ken Mark
 Teaching Note: 8B05C32
 Publication Date: 11/28/2005

A group of four friends, all married men and in their late 20s, meet for coffee in a major city. One of the men has received a job application from a young woman he considers to be a stellar candidate for his job opening. The discussion turns into a debate about the feasibility of hiring young women for professional and managerial positions, given that they become pregnant and go on maternity leave.

Discipline: Human Resource Management
Issues: Women in Management; Human Resources Management; Discrimination
Setting: Canada, 2005
Difficulty: 4 - Undergraduate/MBA
Length: 4 pages

Report prepared on: 25/11/2008

9B05C001

NATIONAL HOCKEY LEAGUE COLLECTIVE BARGAINING AGREEMENT

Michael Sider; Jeremy Yip; Phil Ward; Steve Dempsey
 Teaching Note: 8B05C01
 Publication Date: 2/21/2005
 Revised: 1/22/2007

The National Hockey League's collective bargaining agreement was due to expire on September 15, 2004. As executive director of the National Hockey League Players' Association, it is Bob Goodenow's responsibility to negotiate a new agreement in the players' best interests. The NHL has demanded that a salary cap be imposed in the next collective bargaining agreement and has threatened a lockout by owners if the players' association does not agree. The NHL has implemented a successful communications strategy and gained public support. Goodenow must decide how to proceed in order to gain a favorable position going into the negotiations and retain the loyalty of the fans on which the sport depends.

Discipline: Human Resource Management
Issues: Sports; Negotiation; Communications
Industry: Amusement and Recreation Services
Setting: Canada/United States, Large, 2004
Difficulty: 4 - Undergraduate/MBA
Length: 8 pages

9B04D001

MARK STEVENS' DECISION

John S. Haywood-Farmer; Sara Mintz
 Publication Date: 11/23/2004

A student in his final year of business and law programs is deciding which offer to accept for an articling position. He has received offers from four leading law firms but is concerned with practices he has observed within each one, and wants to explore the ethics of each firm.

Discipline: Production and Operations Management
Issues: Professional Firms; Management of Professionals; Labour Relations; Ethical Issues
Industry: Legal Services
Setting: Canada, 2002
Difficulty: 4 - Undergraduate/MBA
Length: 16 pages

9B04C041

NEXTECH INC. (A)*James C. Rush; Eileen D.J. Watson*

Teaching Note:

Publication Date: 9/20/2004

Revised: 10/13/2004

A manager must decide among seven candidates to recommend for a management promotion. The company has developed a new focus on equal opportunity for its female employees, so the manager is struggling with the decision of which to choose from five male and two female candidates, particularly in light of some company statistics that indicated women were not proportionally represented in management.

Discipline: Human Resource Management**Issues:** Women; Promotion Policy; Employee Selection; Human Resources Management**Industry:** Communications Industry**Setting:** Canada, Large, 1997**Difficulty:** 4 - Undergraduate/MBA**Length:** 21 pages

9B04M033

JINJIAN GARMENT FACTORY: MOTIVATING GO-SLOW WORKERS*Tieying Huang; Junping Liang; Paul W. Beamish*

Teaching Note: 8B04M33

Publication Date: 5/14/2004

Jinjian Garment Factory is a large clothing manufacturer based in Shenzhen with distribution to Hong Kong and overseas. Although Shenzhen had become one of the most advanced garment manufacturing centres in the world, managers in this industry still had few effective ways of dealing with the collective and deliberate slow pace of work by the employees, of motivating workers, and of resolving the problem between seasonal production requirements and retention of skilled workers. However, the owner and managing director of the company must determine the reasons behind the deliberately slow pace of the workers, the pros and cons of the piecework system and the methods he could adopt to motivate the workers effectively.

Discipline: Entrepreneurship; General Management; International**Issues:** Employee Attitude; Productivity; Performance Measurement; Piece Work; Work-Force Management**Industry:** Apparel and other Finished Products**Setting:** China, Small, 1999**Difficulty:** 4 - Undergraduate/MBA**Length:** 8 pages

9B04C006

STAFFING WAL-MART STORES, INC. (A)*Alison Konrad; Ken Mark*

Teaching Note: 8B04C06

Publication Date: 1/26/2004

Wal-Mart Stores, Inc. is a large Fortune 500 retail chain. The distinction of being the top-ranked company comes with intense scrutiny from the public and, especially, critics. Wal-Mart, a company lauded for its rapid response capability and stated commitments to gender equality is shown to be deficient in some glaring areas - the percentage of women compared to men at all levels of the company, and the compensation paid to women versus men at all levels of the company, to cite two examples. An executive vice-president must examine why these inequalities exist when the company seems to be doing everything else right. The company is the target of several gender discrimination lawsuits and the executive vice-president has the opportunity to obtain information that would be useful in the current situation, and must determine what information is needed. In the supplement, Staffing Wal-Mart Stores, Inc. (B), product 9B04C007, the executive vice-president receives information and must determine how to address the situation.

Discipline: Human Resource Management**Issues:** Management Decisions; Pay Equity**Industry:** General Merchandise Stores**Setting:** United States, Large, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 10 pages

9B03C032

LINCOLN DINER (A)*Janice Foley; John Melnyk*

Teaching Note: 8B03C32

Publication Date: 11/28/2003

Rachel Turner works as a cook in the largest restaurant of the Lincoln Diner chain. There are a variety of human resources problems in this company and the staff association representing the employees is weak. In this context, Rachel stands up for her co-workers, almost as an unofficial steward. The situation culminates with Rachel's abrupt, unsubstantiated suspension by her difficult boss, leaving her wondering whether or not she should file a grievance. Her decision is complicated by the fact that she is romantically involved with the computer operations manager at Lincoln Diner head office, who also faces a decision as to how to react to this development. The supplement (B), (C) and (D) cases, product numbers 9B03C033, 9B03C034 and 9B03C035 follow the matter through two more decision points to its resolution.

Discipline: Human Resource Management**Issues:** Service Operations; Supervisory Practice; Interpersonal Relations; Employee Grievances**Industry:** Eating and Drinking Places**Setting:** Canada, Small**Difficulty:** 4 - Undergraduate/MBA**Length:** 11 pages

9B03C033

LINCOLN DINER (B)*Janice Foley; John Melnyk*

Teaching Note: 8B03C32

Publication Date: 11/28/2003

This supplement to Lincoln Diner (A), product 9B03C032, covers Rachel Turner's decision to grieve her suspension and eventual dismissal by the Lincoln Diner restaurant chain, and the complete failure of both the company and the employees' staff association to address her formal grievances about her treatment. As this process is unfolding, Rachel's boyfriend continues to work as computer operations manager in the Lincoln Diner head office, but finds he is treated differently by his fellow managers. The case culminates with Rachel's deliberations about whether or not to file a complaint with the labor board. The supplement (C) and (D) cases, product numbers 9B03C034 and 9B03C035 follow the matter through another decision point to its resolution.

Discipline: Human Resource Management**Issues:** Employee Termination; Management Behaviour; Labour Unions; Grievance Procedure**Industry:** Eating and Drinking Places**Setting:** Canada, Small**Difficulty:** 4 - Undergraduate/MBA**Length:** 10 pages

9B03C034

LINCOLN DINER (C)*Janice Foley; John Melnyk*

Teaching Note: 8B03C32

Publication Date: 11/28/2003

This supplement to Lincoln Diner (A) and (B), product number 9B03C032 and 9B03C033, covers Rachel Turner's decision to file a labor board complaint against the employee association of which she is a member for its failure to represent her properly in grievances related to her suspension and eventual dismissal by the Lincoln Diner restaurant chain. The labour board rules in her favor which sends her grievances to arbitration. However, prior to the arbitration hearing, the company makes her a series of financial offers to settle and Rachel must decide whether or not to do so. The supplement (D) case, product number 9B03C035, presents her decision and rationale.

Discipline: Human Resource Management**Issues:** Arbitration; Labour Relations; Uncertainty; Tradeoff Analysis**Industry:** Eating and Drinking Places**Setting:** Canada, Small**Difficulty:** 4 - Undergraduate/MBA**Length:** 4 pages

9B03D008

ENSIGN SECURITY SERVICES*John S. Haywood-Farmer; Kristyn Eisenschmid*

Publication Date: 9/25/2003

Revised: 4/28/2004

Ensign Security Services is one of the largest security guard service firms in North America. From its inception in 1989 the company has developed a long list of customers and had a waiting list of new customers. Because the chief executive officer and founder of the company believed in hiring the best security guards, treating employees fairly and had developed a strong experience management team, the company was able to provide high quality service at premium rates. However, the market was changing: customers, although aware that pricing represented the value of service, were no longer willing to pay more; most of Ensign's competitors were charging lower rates; and many of the smaller firms were merging or being acquired. The chief executive officer must decide the pricing options he has and how to maintain or improve the company's competitive advantage.

Discipline: Production and Operations Management**Issues:** Environmental Change; Labour Relations; Corporate Strategy; Corporate Culture**Industry:** Miscellaneous Services**Setting:** Canada, Large, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 16 pages

9B03C016

BOMBARDIER AEROSPACE*James A. Erskine; Michael LeBoldus*

Teaching Note: 8B03C16

Publication Date: 5/1/2003

Bombardier Aerospace is a division of Bombardier Inc., the world's third largest airframe manufacturer. The manager of ground based training operations at the flight training school discovers an inconsistency in the relocation policy. Investigating the policy further, he feels the definition of the policy is not clear and therefore not fair to all employees. He must decide whether he should try to change the policy, and consider the consequences.

Discipline: Human Resource Management**Issues:** Personnel Management; Human Resources Management; Employment Equity; Benefits Policy**Industry:** Transportation Equipment**Setting:** Canada, Large, 2003**Difficulty:** 4 - Undergraduate/MBA**Length:** 6 pages

9B03C011

JULIE DEMPSTER (A)*Christine Pearson; Russ M. Knight*

Teaching Note: 8B03C11

Publication Date: 5/1/2003

A black Canadian woman is hired as vice-president of marketing and brand positioning for an Amsterdam-based computer software company. Shortly after joining the firm she encounters a number of cross-cultural and equality issues. She must decide whether or not to renew her contract with the company. The supplement case, Julie Dempster (B), product 9B03C012 outlines her decision.

Discipline: Human Resource Management; International**Issues:** Cultural Customs; Management in a Global Environment; Personal Development; Corporate Culture**Industry:** Miscellaneous Services**Setting:** Netherlands, Small, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 7 pages

9B03D001

METROPOLITAN MAINTENANCE: THE BELL CANADA CONTRACT*James A. Erskine; Mark Malerba*

Teaching Note: 8B03D01

Publication Date: 4/2/2003

Metropolitan Maintenance is a small, locally owned janitorial service. For some time the company has been pursuing a large commercial contract, and the president has just been notified that they have been awarded the contract. Shortly after finding out the company has received the contract, he discovers that a number of employees at the site are unhappy and threatening to walk out. He must act quickly to resolve the conflict among the employees as the contract start date was only a week away.

Discipline: Production and Operations Management**Issues:** Employee Relations; Strikes; Labour Unions; Contracting**Industry:** Miscellaneous Services**Setting:** Canada, Small, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 11 pages

9B02M033

HUXLEY MAQUILADORA*Paul W. Beamish; Jaechul Jung; Joyce Miller*

Teaching Note: 8B02M33

Publication Date: 11/29/2002

A senior manager in a U.S. manufacturing firm must make a recommendation about whether 57 labour intensive jobs should be moved from the existing California plant to a new facility in a Mexican maquiladora. If the Mexican opportunity is pursued, decisions are also required regarding the entry mode (subcontracting, shelter operator or wholly-owned subsidiary) and location (border or interior).

Discipline: General Management; International**Issues:** Plant Location; Third World; Subsidiaries; Corporate Strategy**Industry:** Machinery except Electrical**Setting:** Mexico/USA, Large, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 17 pages

9B02C004

STAMFORD MACHINE CORPORATION: ALLEGATIONS OF RACISM*Christina A. Cavanagh; Ken Mark*

Teaching Note: 8B02C04

Publication Date: 4/29/2002

Stamford Machine Corporation is a market leader in the manufacturing of photocopiers and office equipment. The director of corporate business ethics and compliance has been notified that the company is being served with a discrimination lawsuit. A newspaper announcement was released to the public outlining details of the charges and before the director could leave his office, he receives a call from a journalist asking for the company's comments. He must determine if there has been a breach in the company's policy on discrimination and plan how the company will deal with the media.

Discipline: Human Resource Management**Issues:** Relationship Management; Communications**Industry:** Electric & Electronic Equipment Supplies**Setting:** United States, Medium, 2001**Difficulty:** 4 - Undergraduate/MBA**Length:** 3 pages

9B01M070

TEXTRON LTD.*Lawrence Beer*

Teaching Note: 8B01M70

Publication Date: 3/28/2002

Textron Ltd. is a family-owned manufacturer of cotton and sponge fabricated items. The company wants to expand its business with an offshore manufacturing enterprise that will fit with the company's policy of caring for their employees and providing quality products. The company is looking at two options: a guaranteed outsourcing purchase agreement or a joint venture. After several meetings with offshore alliance candidates the vice-president of the company must analyse the cross-cultural differences to established corporate guidelines of global ethics and social responsibility that the company can use in their negotiations with a foreign manufacturing firm.

Discipline: Entrepreneurship; General Management; International

Issues: International Business; Developing Countries; Business and Society; Ethical Issues

Industry: Apparel and other Finished Products

Setting: China, Medium, 2000

Difficulty: 4 - Undergraduate/MBA

Length: 13 pages

9A98E031

MICHIGAN AUTO PRODUCTS*Peter C. Bell*

Teaching Note: 8A98E31

Supplemental Material: 7A98E031

Publication Date: 8/23/1999

The president and chief executive officer of Michigan Auto Products, together with the company's executive committee, must decide whether or not to build inventory to hedge against a possible strike at the end of the existing union contract. He also wants to determine an appropriate strategy for the new contract negotiations to take place with the union over the next six months. (A Microsoft Excel model is available for use with this case, product 7A98E031.)

Discipline: Management Science and Information Systems

Issues: Spread Sheet Application; Probability; Labour Relations; Decision Analysis

Industry: Transportation Equipment

Setting: USA, Large, 1994

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

9A98C021

CANADA POST: COMMUNICATING THE GLOBAL OFFER*Chitra P. Reddin*

Publication Date: 2/15/1999

The management of a national postal service has to contend with numerous challenges: communicating with multiple stakeholders with conflicting priorities; transforming a bureaucratic Crown corporation with an entitlement culture into "a customer-driven, fast-changing profitable business"; and changing entrenched, adversarial union views to improve labor relations and win urgently needed concessions. Their aim is to avert a strike and win acceptance of its global offer by its largest union, the 40,000 plus member union.

Discipline: Human Resource Management

Issues: Corporate Culture; Corporate Strategy; Communications; Collective Bargaining

Industry: Postal Service

Setting: Canada, Large, 1997

Difficulty: 4 - Undergraduate/MBA

Length: 19 pages

9A98C003

HCM BEVERAGE COMPANY*Allen Morrison; J. Stewart Black*

Teaching Note: 8A98C03

Publication Date: 3/20/1998

Revised: 1/8/1999

The general manager of a beverage company must decide what to do about the declining performance of its' Vietnam-based operation. Employees seem unmotivated and lackadaisical about their work and these same workers blame the weather for the poor results.

Discipline: Human Resource Management; International

Issues: Employment Equity; Management in a Global Environment; Labour Relations; Employee Attitude

Industry: Food and Kindred Products

Setting: Vietnam, Medium, 1997

Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

9A97C002

SPRINT - LA CONEXION FAMILIAR (B)*Ann C. Frost; Daniel D. Campbell*

Teaching Note: 8A97C01

Publication Date: 3/21/1997

Revised: 5/10/2002

Management is faced with a broad range of opposition and criticism after closing the telemarketing operation. Labor organizations force legal proceedings, the primary telecommunications workers union in Mexico demands action under the Labor Side Agreement of the North American Free Trade Agreement and, ultimately, a court ruling demands that the company rehire and compensate employees displaced by the closure of the operation. This case was written to accompany Sprint - La Conexion Familiar (A), case 9A97C001.

Discipline: Human Resource Management; International
Issues: Unionization; Labour Unions; International Business; Industrial Relations
Industry: Communications Industry
Setting: USA, Large, 1994
Difficulty: 4 - Undergraduate/MBA
Length: 6 pages

9A97C001

SPRINT - LA CONEXION FAMILIAR (A)*Ann C. Frost; Daniel D. Campbell*

Teaching Note: 8A97C01

Publication Date: 3/20/1997

Revised: 5/8/2002

Management must decide what action to take with a small telemarketing operation that is about to vote on union representation. If employees vote in favor of a union, the operation would become the first business unit to be represented by a union. Closure of the plant is an option to be considered. The mostly Hispanic workforce becomes an additional consideration in the (B) case, 9A97C002.

Discipline: Human Resource Management; International
Issues: Industrial Relations; Labour Unions; Employee Relations; Unionization
Industry: Communications Industry
Setting: USA, Large, 1996
Difficulty: 4 - Undergraduate/MBA
Length: 11 pages

9A95M014

CANADIAN AIRLINES CORP.*J. Nick Fry; Rod E. White; Nick Bontis*

Teaching Note: 8A95M14

Publication Date: 2/7/1996

Revised: 1/17/2003

The case traces the story of Canadian Airlines from its early days of profitable regional operations, growth through acquisitions to the status of a national and international carrier, and ultimately to the crisis of the early and mid 90s. Fundamental questions of strategy need to be resolved. How is revenue generated? What are the sources of cost? How do airlines make profits? In pursuing these questions, students need to sort out the realities of the airline industry and the specific opportunities and challenges facing Canadian.

Discipline: General Management; International
Issues: Environmental Business Management; Labour Relations; Costs; Competition
Industry: Air Transportation
Setting: International, Large, 1995
Difficulty: 4 - Undergraduate/MBA
Length: 29 pages

9A94J027

CARL JONES (A)*Elizabeth M.A. Grasby; Lisa Luinenburg*

Teaching Note: 8A94J27

Publication Date: 6/12/1995

Revised: 4/20/2000

A newly appointed maintenance supervisor for the day shift at a pharmaceutical company must make a decision regarding whether to discipline an employee for inappropriate behaviour on the job. The situation became more complicated as the employee, who was a steward for the local union, had a history of filing grievances within the plant and was himself in line for the maintenance supervisory position. (Two sequels to this case are available, titled Carl Jones (B) and Carl Jones (C), case 9A94J028 and case 9A94J029.)

Discipline: Human Resource Management
Issues: Labour Unions; Leadership; Labour Relations; Employee Grievances
Industry: Miscellaneous Manufacturing Industries
Setting: Canada, Small, 1994
Difficulty: 1 - Introductory
Length: 13 pages

9A94J028

CARL JONES (B)*Elizabeth M.A. Grasby; Lisa Luinenburg*

Teaching Note: 8A94J27

Publication Date: 6/12/1995

Revised: 11/1/1999

A newly appointed maintenance supervisor for the day shift at a pharmaceutical company must make a decision regarding whether to discipline an employee for inappropriate behaviour on the job. The situation became more complicated as the employee, who was a steward for the local union, had a history of filing grievances within the plant and was himself in line for the maintenance supervisory position. This is a sequel to Carl Jones (A), case 9A94J027, and describes an incident with Jones which leads to a grievance. (A sequel to this case titled Carl Jones (C), case 9A94J029, describes further events.)

Discipline: Human Resource Management
Issues: Labour Relations; Labour Unions; Leadership; Employee Grievances
Industry: Miscellaneous Manufacturing Industries
Setting: Canada, Small, 1994
Difficulty: 1 - Introductory
Length: 4 pages

9A94J029

CARL JONES (C)*Elizabeth M.A. Grasby; Lisa Luinenburg*

Teaching Note: 8A94J27

Publication Date: 6/12/1995

Revised: 10/22/1999

A newly appointed maintenance supervisor for the day shift at a pharmaceutical company must make a decision regarding whether to discipline an employee for inappropriate behaviour on the job. The situation became more complicated as the employee, who was a steward for the local union, had a history of filing grievances within the plant and was himself in line for the maintenance supervisory position. A temporary truce between Jones and the employee is followed by defiant behaviour. This is a continuation of Carl Jones (A), case 9A94J027 and Carl Jones (B), case 9A94J028.

Discipline: Human Resource Management**Issues:** Leadership; Labour Unions; Labour Relations; Employee Grievances**Industry:** Miscellaneous Manufacturing Industries**Setting:** Canada, Small, 1994**Difficulty:** 1 - Introductory**Length:** 4 pages

9A92C007

THE BANK OF MONTREAL - THE TASK FORCE ON THE ADVANCEMENT OF WOMEN IN THE BANK (A)*Bernie Portis; Pamela Tebbutt*

Teaching Note: 8A92C07

Publication Date: 8/5/1992

Revised: 4/29/2002

A two-year bank employee is at a decision point in her career. She must assess whether or not the actions and recommendations of the Task Force on the Advancement of Women in the bank will be successful in managing change. Specifically, she is concerned with the "glass ceiling" - the barriers to the advancement of women - and the process used by the bank to eliminate the barriers. (A sequel to this case bearing the same name is available, case 9A92C008.)

Discipline: Human Resource Management**Issues:** Employment Equity; Career Planning; Women in Management; Management of Change**Industry:** Banking**Setting:** Canada, Large, 1992**Difficulty:** 4 - Undergraduate/MBA**Length:** 12 pages

9A90C019

ELLEN MOORE (A): LIVING AND WORKING IN BAHRAIN*Henry W. Lane; Gail Ellement; Martha L. Maznevski*

Teaching Note: 8A90C19

Publication Date: 1/1/1990

Revised: 7/19/1999

A female expatriate manager working for a large multinational financial institution must contend with gender discrimination. She had been offered a promotion to one or two positions, of which she could choose. When she makes her decision and informs her boss, he tells her she cannot have the one she chose because it would mean periodic travel into an Arab culture which, he believes, would not be possible for a woman.

Discipline: Human Resource Management; International**Issues:** Intercultural Relations; Women; Discrimination**Industry:** Banking**Setting:** Bahrain, Large, 1989**Difficulty:** 4 - Undergraduate/MBA**Length:** 16 pages

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Environment (Principles 7 - 9)

9B08M074

NANO TATA-LOGY: THE PEOPLE'S CAR

Oana Branzei; Ramasastry Chandrasekhar

Publication Date: 10/31/2008

Revised: 11/10/2008

The case illustrates the opportunities, challenges and trade-offs involved in the design, prototyping, and marketing of the Nano – the People's Car – by Tata Motors Ltd (TML), a Tata Group Company. The case is set nine months after the January 2008 unveiling of the Nano concept car in New Delhi, India. The company's managing director faces multiple dilemmas in rolling the Nano off the production lines at the manufacturing plant in Singur, including growing local and global competition in the emerging low-cost, low-emission market, rising manufacturing costs, and stakeholder pressures.

The decision reviews critical developments in global automotive markets from the point of view of TML's and Tata Group's deeply ingrained values for sustainable economic development and Indian-grown competitive advantage. It plots the promise of a rampant market growth and the emergence of an India-based small car cluster against international outcry about the proliferation of urban transportation, congestion, and pollution in emerging markets (particularly India and China). Students are asked whether Nano is a disruptive or sustainable innovation for the company and the group, and respectively for the Indian and global automotive industry. Smaller and cleaner than its well-established rival in the west, the Toyota Prius, the Nano promises reliable, safe transportation to India's emergent middle class as a fraction of the cost; the Nano is also 1.5-4 times cheaper than its Indian based rivals. However, production bottlenecks threaten Nano's launch in the last quarter of 2008. Speculating that first mover advantage may sway customer perception and breed loyalty, several competitors are quickly setting up India-based manufacturing of competing models. Market projections estimate over one million adoptions, mostly by prior two-wheeler motorists, and limited switches from higher emission options for fuel and emission conscious consumers. The case addresses the issue of carbon neutrality, and more broadly the role of emerging market companies in addressing global climate change issues.

Discipline: Entrepreneurship; General Management; International

Issues: Innovation; Marketing Management; Emerging Markets; Sustainable Development; Automotive

Industry: Social Services; Automotive Dealers & Gas Service; Transportation Equipment

Setting: India, Large, 2008

Difficulty: 4 - Undergraduate/MBA

Length: 32 pages

9B08M073

ADAPTING TO CLIMATE CHANGE: THE CASE OF SUNCOR ENERGY AND THE ALBERTA OIL SANDS

Pratima Bansal; Jijun Gao

Publication Date: 9/22/2008

Revised: 11/18/2008

The chief executive officer of an oil and gas company must decide whether he wants to invest heavily in reducing greenhouse gases. Specifically, Suncor Energy must evaluate whether it should invest \$425 million in carbon capture and storage or wait until there is greater certainty in the political, social and business environment. The case will help students develop skills of analyzing business decisions under higher environmental uncertainty, especially when the outcome is a long-term goal. Further, the issues presented in the case open up discussions about climate change and the interaction between business actions and societal expectations. There is also an opportunity to speak about the interaction between business and public policy.

Discipline: General Management

Issues: Decision Making; Uncertainty; Tradeoff Analysis

Industry: Oil & Gas Extraction

Setting: Canada, Large, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

9B08M066

WINDHORSE FARM'S ECO-WOODSHOP GUITAR TOP DECISION

Julia Sagebien; Annika Tamlyn

Teaching Note: 8B08M66

Publication Date: 9/22/2008

The owner of Windhorse Farm (WHF), a sustainably run woodlot and woodshop in Nova Scotia that produces building products as well as "tonewood" (wood used for guitar, mandolin, violin tops), is reaching retirement age. Since there is no heir apparent to run the businesses, he needs to determine whether he should stay in or exit the building products business and/or the tonewood business. The decision must conform to the criteria set out by the "four pillars" (economic, social, environmental and spiritual), which guide the mission and strategy of WHF.

The case objectives are:

1) To provide a rich opportunity for students to examine how a small business uses a triple (in this case, quadruple) bottom line approach to corporate mission

definition and strategy formulation.

2) To demonstrate how product extension decisions need to be integrated into the dynamics of the overall company, especially in terms of the relationship between existing product lines and new marketing, production and personnel requirements.

3) To expose students to business and community-based strategies that can enhance the sustainability of the forest industry.

4) To present students with a decision-making opportunity in a market such as tonewood where market knowledge and available data are highly "impressionistic" and informal.

5) To highlight how personal priorities, such as retirement and succession, may override other concerns.

Discipline: Entrepreneurship; General Management

Issues: Green Products; Sustainability; Succession Planning; Organizational Behaviour; New Enterprises; Natural Resources; Marketing Management; Human Resources Management; Corporate Responsibility

Industry: Miscellaneous Manufacturing Industries; Lumber and Wood Products; Forest Industry

Setting: Canada, Small, 2007

Difficulty: 4 - Undergraduate/MBA

Length: 12 pages

9B08M061

COMPETING FOR DEVELOPMENT (A): FUEL EFFICIENT STOVES FOR DARFUR

Oana Branzei; Samer Abdelnour

Teaching Note: 8B08M61

Publication Date: 9/10/2008

The new country director of CHF International (CHF), a U.S.-based organization that initiated operations in Sudan with USAID funding, must review the successes of CHF's early interventions, and its strategic interest in the fuel efficient stoves project. The practical decision concerns a US\$65,000 investment in a local manufacturing facility that would allow CHF to scale up the production of a stove design endorsed by the Lawrence Berkeley National lab using locally tested prototypes with USAID support. Students are asked to contemplate whether and how economies of scale would bring the costs down to a tipping point where internally displaced persons (IDPs) in Darfuri camps could afford the benefits of greater efficiency and convenience. They also need to balance cost cutting considerations with alternative decision criteria for local development: the success of this project depends on IDPs' preference among alternative stove providers - which encompasses, in addition to fuel economies, the characteristics of the stoves themselves (i.e. quality, fuel efficiency), the engagement of the community in their production, and the ability to use and repair the stoves. The role play supplements 9B08M062A to 9B08M062F will highlight several aspects of the competitive dynamics among the key players. A summary of the dynamic interaction between the players is provided in the supplement Competing for Development (C): Success, Bittersweet.

Discipline: General Management; International

Issues: Non-Profit Organization; Simulation; Sustainable Development; Emerging Markets

Industry: Social Services; Non-Profit Organizations;

Admin - Environmental Quality & Housing; Administration of Economic Programs

Setting: Sudan, Large, 2007

Difficulty: 4 - Undergraduate/MBA

Length: 18 pages

9B08M062A

COMPETING FOR DEVELOPMENT (B1): THE INTERMEDIATE TECHNOLOGY DEVELOPMENT GROUP/PRACTICAL ACTION

Oana Branzei; Samer Abdelnour

Teaching Note: 8B08M61

Publication Date: 9/10/2008

This a role play supplement to Competing for Development (A): Fuel Efficient Stoves for Darfur, product # 9B08M061. The role plays feature additional background, motivations and decision priorities from the key local and international players in Darfur's fuel efficient stove interventions, including the Intermediate Technology Group, renamed to Practical Action in 2005 (ITDG/PA), the Lawrence Berkeley National Lab, Aprovecho, the International Lifeline Fund, the United States Agency for International Development (USAID), and organizations representing local, female, internally displaced persons (IDPs).

Discipline: General Management; International

Issues: Emerging Markets; Sustainable Development; Simulation; Non-Profit Organization

Industry: Social Services; Non-Profit Organizations; Admin - Environmental Quality & Housing; Administration of Economic Programs

Setting: Sudan, Large, 2007

Difficulty: 4 - Undergraduate/MBA

Length: 5 pages

9B08M062B

COMPETING FOR DEVELOPMENT (B2): THE BERKELEY LAB

Oana Branzei; Samer Abdelnour

Teaching Note: 8B08M61

Publication Date: 9/10/2008

This a role play supplement to Competing for Development (A): Fuel Efficient Stoves for Darfur, product # 9B08M061. The role plays feature additional background, motivations and decision priorities from the key local and international players in Darfur's fuel efficient stove interventions, including the Intermediate Technology Group, renamed to Practical Action in 2005 (ITDG/PA), the Lawrence Berkeley National Lab, Aprovecho, the International Lifeline Fund, the United States Agency for International Development (USAID), and organizations representing local, female, internally displaced persons (IDPs).

Discipline: General Management; International

Issues: Emerging Markets; Sustainable Development; Simulation; Non-Profit Organization

Industry: Admin - Environmental Quality & Housing; Social Services; Administration of Economic Programs; Non-Profit Organizations

Setting: Sudan, Large, 2007

Difficulty: 4 - Undergraduate/MBA

Length: 4 pages

9B08M062C

COMPETING FOR DEVELOPMENT (B3):**APROVECHO***Oana Branzei; Samer Abdelnour*

Teaching Note: 8B08M61

Publication Date: 9/10/2008

This a role play supplement to Competing for Development (A): Fuel Efficient Stoves for Darfur, product # 9B08M061. The role plays feature additional background, motivations and decision priorities from the key local and international players in Darfur's fuel efficient stove interventions, including the Intermediate Technology Group , renamed to Practical Action in 2005 (ITDG/PA), the Lawrence Berkeley National Lab, Aprovecho, the International Lifeline Fund, the United States Agency for International Development (USAID), and organizations representing local, female, internally displaced persons (IDPs).

Discipline: General Management; International**Issues:** Emerging Markets; Sustainable Development; Simulation; Non-Profit Organization**Industry:** Social Services; Administration of Economic Programs; Non-Profit Organizations; Admin - Environmental Quality & Housing**Setting:** Sudan, Large, 2007**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B08M062D

COMPETING FOR DEVELOPMENT (B4):**INTERNATIONAL LIFELINE FUND***Oana Branzei; Samer Abdelnour*

Teaching Note: 8B08M61

Publication Date: 9/10/2008

This a role play supplement to Competing for Development (A): Fuel Efficient Stoves for Darfur, product # 9B08M061. The role plays feature additional background, motivations and decision priorities from the key local and international players in Darfur's fuel efficient stove interventions, including the Intermediate Technology Group , renamed to Practical Action in 2005 (ITDG/PA), the Lawrence Berkeley National Lab, Aprovecho, the International Lifeline Fund, the United States Agency for International Development (USAID), and organizations representing local, female, internally displaced persons (IDPs).

Discipline: General Management; International**Issues:** Emerging Markets; Sustainable Development; Simulation; Non-Profit Organization**Industry:** Social Services; Administration of Economic Programs; Non-Profit Organizations; Admin - Environmental Quality & Housing**Setting:** Sudan, Large, 2007**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B08M062E

COMPETING FOR DEVELOPMENT (B5): USAID*Oana Branzei; Samer Abdelnour*

Teaching Note: 8B08M61

Publication Date: 9/10/2008

This a role play supplement to Competing for Development (A): Fuel Efficient Stoves for Darfur, product # 9B08M061. The role plays feature additional background, motivations and decision priorities from the key local and international players in Darfur's fuel efficient stove interventions, including the Intermediate Technology Group , renamed to Practical Action in 2005 (ITDG/PA), the Lawrence Berkeley National Lab, Aprovecho, the International Lifeline Fund, the United States Agency for International Development (USAID), and organizations representing local, female, internally displaced persons (IDPs).

Discipline: General Management; International**Issues:** Emerging Markets; Sustainable Development; Simulation; Non-Profit Organization**Industry:** Non-Profit Organizations; Admin - Environmental Quality & Housing; Administration of Economic Programs; Social Services**Setting:** Sudan, Large, 2007**Difficulty:** 4 - Undergraduate/MBA**Length:** 4 pages

9B08M062F

COMPETING FOR DEVELOPMENT (B6): IDP**WOMEN ORGANIZATIONS***Oana Branzei; Samer Abdelnour*

Teaching Note: 8B08M61

Publication Date: 9/10/2008

This a role play supplement to Competing for Development (A): Fuel Efficient Stoves for Darfur, product # 9B08M061. The role plays feature additional background, motivations and decision priorities from the key local and international players in Darfur's fuel efficient stove interventions, including the Intermediate Technology Group , renamed to Practical Action in 2005 (ITDG/PA), the Lawrence Berkeley National Lab, Aprovecho, the International Lifeline Fund, the United States Agency for International Development (USAID), and organizations representing local, female, internally displaced persons (IDPs).

Discipline: General Management; International**Issues:** Emerging Markets; Sustainable Development; Simulation**Setting:** Sudan, Large, 2007**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B08M063

**COMPETING FOR DEVELOPMENT (C):
SUCCESS, BITTERSWEET***Oana Branzei; Samer Abdelnour*

Teaching Note: 8B08M61

Publication Date: 9/10/2008

This supplement to Competing for Development (A): Fuel Efficient Stoves for Darfur (A), product 9B08M061 provides a summary of the dynamic interaction between the key players from 2007 to 2008 and offers students a new decision point for how CHF Sudan could harness the momentum of change moving forward.

Discipline: General Management; International**Issues:** Emerging Markets; Sustainable Development; Simulation; Non-Profit Organization**Industry:** Admin - Environmental Quality & Housing; Administration of Economic Programs; Social Services; Non-Profit Organizations**Setting:** Sudan, Large, 2007**Difficulty:** 4 - Undergraduate/MBA**Length:** 14 pages

9B08M048

**CARREFOUR CHINA, BUILDING A GREENER
STORE***Andreas Schotter; Paul W. Beamish; Robert Klassen*

Teaching Note: 8B08M48

Publication Date: 5/9/2008

Revised: 8/26/2008

Carrefour, the second largest retailer in the world, had just announced that it would open its first "Green Store" in Beijing before the 2008 Olympic Games. David Monaco, asset and construction director of Carrefour China, had little experience with green building, and was struggling with how to translate that announcement into specifications for store design and operations. Monaco has to evaluate the situation carefully both from ecological and economic perspectives. In addition, he must take the regulatory and infrastructure situation in China into account, where no official green building standard exists and only few suppliers of energy saving equipment operate. He had already collected energy and cost data from several suppliers, and wondered how this could be used to decide among environmental technology options. Given that at least 150 additional company stores were scheduled for opening or renovation during the next three years in China, the project would have long term implications for Carrefour.

Discipline: General Management; International**Issues:** Emerging Markets; Strategy Implementation; Environmental Business Management; Operations Management**Industry:** General Merchandise Stores; Miscellaneous Retail**Setting:** China, Large, 2006**Difficulty:** 4 - Undergraduate/MBA**Length:** 19 pages

9B07B008

TERRACYCLE INC.*Elizabeth M.A. Grasby; Andrew Smith*

Teaching Note: 8B07B08

Publication Date: 3/11/2008

Revised: 4/28/2008

The chief financial officer of an environmentally-focused company that makes all-natural plant fertilizer is considering the introduction of two new plant fertilizing products. The company is committed to being the ultimate eco-capitalist corporation and utilizes an environmentally friendly production process and packing from waste containers, such as recycled pop bottles. Students are expected to complete the following tasks for this case: 1) marketing analysis, 2) corporate size-up, 3) consumer analysis, 4) competitor analysis, 5) a statement of cash flows and interpretation, 6) ratios calculations and analysis, 7) differential analysis for each alternative and 8) income statement and balance sheet projections and interpretation.

Discipline: Accounting; Entrepreneurship**Issues:** Marketing Planning; Market Analysis; Financial Analysis; Expansion**Industry:** Miscellaneous Manufacturing Industries**Setting:** United States, Medium, 2006**Difficulty:** 1 - Introductory**Length:** 12 pages

9B07M067

GOOGLE'S WAY - DON'T BE EVIL*Pratima Bansal; Marlene Le Ber*

Teaching Note: 8B07M67

Publication Date: 1/4/2008

Revised: 7/3/2008

Wall Street's darling, Google Inc., offered more than a pretty financial picture. Poverty, communicable diseases and climate change - some of the world's largest problems - were also key interests of Google's cofounders. By applying innovation and significant resources, Google's cofounders hoped that their efforts in these areas would one day eclipse Google itself in worldwide impact. On February 22, 2006, Google Inc. announced the appointment of an executive director of the newly created Google.org. With one per cent of Google Inc.'s equity and profit as seed money, Google.org's mandate was to address climate change, global public health, economic development and poverty. Although charity by successful entrepreneurs was not unusual, this press release signaled a new organizational form, a for-profit philanthropic company. The new executive director's task ahead was unprecedented. How could he leverage the company's for-profit status to make the biggest impact possible with the resources trusted to Google.org? What decision-making criteria should be used for strategic investments? How would he measure Google.org's success?

Discipline: General Management**Issues:** Strategic Decision Making; Business Sustainability; New Organizational Forms; Corporate Governance**Industry:** Business Services

Setting: United States, Large, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

9B07M070

MACTARA LIMITED AND THE WOOD PRODUCTS INDUSTRY IN NOVA SCOTIA

Julia Sagebien; Rick Shaver

Teaching Note: 8B07M70

Publication Date: 1/4/2008

Revised: 8/26/2008

The case centers around the strategic planning retreat of MacTara Limited (MacTara), the largest wood products company in Nova Scotia. While there are some very good opportunities for the company in some sectors, like wood pellets for fuel (high demand for inexpensively priced renewable energy sources), the Canadian lumber industry as a whole is not attractive at this time (distortionary effects of the Canadian-U.S. softwood lumber dispute, low price of lumber, sales denominated in the free-falling U.S. dollar, inflexible cost structure, etc). The fact that MacTara is a somewhat vertically integrated company – from construction lumber, to chips for paper mills, to fuel pellets made out of wood waste – makes planning very difficult because the health of each sector impacts on the prospects for the others. Company executives need to find a way to make all the various pieces of the business fit together into a profitable whole while they still have money and time. The Canadian lumber industry is in crisis and the eastern Canadian industry is ripe for consolidation.

Discipline: General Management; International

Issues: Crisis and Change; Strategy Development; Trade; Industry Analysis

Industry: Lumber and Wood Products

Setting: Canada, Medium, 2007

Difficulty: 4 - Undergraduate/MBA

Length: 12 pages

9B07M073

MAKE GREEN DELICIOUS: SUSTAINABILITY AT JAMIE KENNEDY KITCHENS

Oana Branzei; Melissa Leithwood

Teaching Note: 8B07M73

Publication Date: 1/4/2008

The case illustrates the challenges of growing sustainably by tracking the 30-year journey of a quintessentially Canadian chef, environmental champion, and strong advocate of slow food, seasonality, local sourcing and artisan food production. Set in mid May 2007, the case decision has Toronto-based Jamie Kennedy pondering several expansion options for Jamie Kennedy Kitchens, a corporation with three main ventures. Jamie Kennedy Kitchens' annual revenues were more than \$7 million and earnings before taxes of 6.7 per cent in an industry typically averaging 3.2 per cent were testimony of the growing appeal of organic food and wine pairings. With influential cook-books, global accolades, rave reviews by acclaimed food critics, and a fast growing base of satisfied customers, Jamie Kennedy was well positioned for growth. Yet Jamie Kennedy grappled with the implications of growth for the core pillars of his business. The case explores the trade-offs between financially profitable growth and

Jamie Kennedy's determination to stay true to local sourcing and cooking with seasonal ingredients and his environmental values. The case asks students to anticipate growth alternatives and articulate their points of leverage or disconnect with Jamie Kennedy Kitchens current business model, as well as Jamie Kennedy's cuisine and personal values.

Discipline: Entrepreneurship; General Management

Issues: Entrepreneurial Business Growth; Brand Positioning; Value-based Management; Sustainable Development

Industry: Eating and Drinking Places

Setting: Canada, Small, 2007

Difficulty: 4 - Undergraduate/MBA

Length: 19 pages

9B07M057

SENSIBLE LIFE PRODUCTS (A)

Charlene Zietsma; Brent McKnight

Teaching Note: 8B07M57

Publication Date: 10/4/2007

An entrepreneur and chief executive officer (CEO) of Sensible Life Products has developed a revolutionary botanical disinfectant called Benefect, the flagship product of his company. This new product is unique among disinfectant products in that it is non-toxic, unlike the majority of conventional disinfectants containing harmful chemicals, such as ammonia, alcohol and chlorine. As a result of the unique properties of the product, the CEO has received numerous offers to purchase or license the technology and is faced with the decision regarding which offer, if any, he should accept. The purpose of this case is to expose students to entrepreneurial exit situations as well as social entrepreneurship issues associated with disruptive technologies. A follow-up supplemental case, Sensible Life Products (B), product #9B07M058, introduces a fifth opportunity to the students in the form of a joint venture with a major product development firm. The deal involves Sensible Life Products cooperating in further developing the Benefect product into a consumer focused hand sanitizer product.

Discipline: General Management

Issues: First Mover Advantage; Intellectual Property Protection; Valuation of Exit Strategies; Social Entrepreneurship

Industry: Chemicals and Allied Products

Setting: Canada, Small, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 10 pages

9B07M058

SENSIBLE LIFE PRODUCTS (B)*Charlene Zietsma; Brent McKnight*

Teaching Note: 8B07M57

Publication Date: 10/4/2007

This supplement to Sensible Life Products (A), product #9B07M057, introduces a fifth opportunity in the form of a joint venture with a major product development firm. The deal involves Sensible Life Products cooperating in further developing the Benefect product into a consumer focused hand sanitizer product.

Discipline: General Management**Issues:** Intellectual Property Protection; Social Entrepreneurship; Valuation of Exit Strategies; First Mover Advantage**Industry:** Chemicals and Allied Products**Setting:** Canada, Small, 2006**Difficulty:** 4 - Undergraduate/MBA**Length:** 1 pages

9B07M059

A MODEL OF CLEAN ENERGY ENTREPRENEURSHIP IN AFRICA: E+CO'S PATH TO SCALE*Oana Branzei; Kevin McKague*

Publication Date: 8/30/2007

The founder and executive director of E+Co faces the challenge of ten-fold growth and reviews the core parts of the company's innovative business model, the changes in the energy markets around the world, and the rationale for local solutions to energy scarcity and inefficiency. Also presented is a set of entrepreneurial growth strategies that preserve the core of the model - i.e., simultaneously tackling energy poverty and energy waste, and bringing people up the energy ladder with locally suitable and affordable solutions. These strategies help consolidate and leverage E+Co's 12 years of experience and strong local presence through an innovative combination of complementary wedges.

Discipline: Entrepreneurship; General Management; International**Issues:** Emerging Markets; Entrepreneurial Business Growth; Business and Society; Energy**Industry:** Electric, Gas and Sanitary Services**Setting:** Global, Small, 2006**Difficulty:** 4 - Undergraduate/MBA**Length:** 21 pages

9B07M060

HONEY CARE AFRICA: A TRIPARTITE MODEL FOR SUSTAINABLE BEEKEEPING*Oana Branzei; Michael Valente*

Publication Date: 8/30/2007

Revised: 4/15/2008

The director and co-founder of Honey Care Africa (Honey Care) looks back over the six years of operations and describes the original business model and several sequential changes based on feedback from rural communities, partner organizations, and learning by doing through field operations. Increasing international recognition highlights the potential impact of the model on inspiring sustainable grassroots ventures in the agriculture sector in Kenya. For Tanzania and other developing countries, he ponders the potential opportunities and challenges in replicating the Honey Care model elsewhere. The case also tackles alternative routes for scaling up the model in East Africa. Students are presented with several specific challenges which illustrate the growing tension between Honey Care's original commitment to the farmers and its prospects for international take-off, and are asked to propose alternative model reconfigurations to resolve this tension.

Discipline: Entrepreneurship; General Management; International**Issues:** International Strategy; Social Entrepreneurship; Competitive Advantage; Sustainable Development**Industry:** Agricultural Services**Setting:** Kenya; Tanzania, Small, 2006**Difficulty:** 4 - Undergraduate/MBA**Length:** 19 pages

9B07M054

E+CO: A TIPPING POINT FOR CLEAN ENERGY ENTREPRENEURSHIP (A)*Oana Branzei; Kevin McKague*

Teaching Note:

Publication Date: 8/3/2007

Revised: 8/16/2007

This case describes E+Co's approach to promoting clean energy entrepreneurship in developing countries and its current strategic challenge; how to scale up its business model to reach 100 million unserved or underserved people in the developing world by 2020. In the last 12 years E+Co was successful at demonstrating and validating an "enterprise centered model" which offered reliable access and improved energy efficiency to the poor in emerging economies. Its approach to bringing the poor up the modern energy ladder, one step at a time, was initiated in response to a challenging project for the Rockefeller Foundation, marked by a radical departure from the top-down, large scale infrastructure projects sponsored by international institutions. So far, these models had left 2.5 million people trapped into the double bind of energy poverty and energy waste. E+Co's approach was working well; by September 2006 it had invested in 138 enterprises in 30 countries. These local entrepreneurs currently provided clean energy to more than three million people. The next issue was scaling it all up; however, this risked straining the resources of E+Co's global team of 38 employees and could change

the services the company provided to local entrepreneurs. Tenfold expansion within these constraints required an innovative growth strategy. Supplemental case, E+Co: The Path to Scale (B), product 9B07M055, presents a set of entrepreneurial growth strategies that preserve the core of the model.

Discipline: Entrepreneurship; General Management; International

Issues: Entrepreneurial Business Growth; Emerging Markets; Energy; Business and Society

Industry: Electric, Gas and Sanitary Services

Setting: Small, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 20 pages

9B07M055

E+CO: THE PATH TO SCALE (B)

Oana Branzei; Kevin McKague

Teaching Note:

Publication Date: 8/3/2007

This B case presents a conversation between E+Co's co-founders and an employee in Latin America who had raised the tough question of scale at E+Co's 2006 annual retreat. One of the co-founders' response for getting E+Co 10 times more impactful in emerging economies was to adopt what he called a "strategy of wedges." Also presented is a set of complementary strategies that together could help achieve steady local impact and rapid growth. The conversation also exposes some of the strategic experiments attempted by E+Co during the past 12 years that did not achieve the expected goals yet inspired new paths to scale. This is a supplement to E+Co: A Tipping Point for Clean Energy Entrepreneurship (A), product # 9B07M054.

Discipline: Entrepreneurship; General Management; International

Issues: Entrepreneurial Business Growth; Emerging Markets; Energy; Business and Society

Industry: Electric, Gas and Sanitary Services

Setting: Global, Small, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 12 pages

9B07M025

CITY WATER TANZANIA (A): WATER PARTNERSHIPS FOR DAR ES SALAAM

Oana Branzei; Kevin McKague

Teaching Note: 8B07M25

Publication Date: 6/15/2007

This case examines how the Tanzania government intends to address a pressing deterioration in the infrastructure and services of Dar es Salaam's Water and Sewage Authority. The decision process unfolds in the spring of 2002, on the heels of the Cochabamba uprising in Bolivia and an increasing dispute over the involvement of the International Finance Corporation and the World Bank in other water development projects in Ghana, Mauritania and South Africa. At that time, the World Bank was already sponsoring similar projects in Angola, Benin, Guinea-Bissau, Niger, Rwanda Sao Tome and Senegal, despite some vocal local opposition.

This multi-part case series is ideally suited for core or elective courses in strategy and sustainability to illustrate the types of ongoing tensions and divergent decision angles that influence the formation and performance of public-private partnerships and managing in a global context. It also provides a rich and graphic account of the special threats and opportunities in the water sector - a wealth of complementary teaching resources can also stimulate larger debates by juxtaposing the case decision with a broader crisis of confidence in for-profit solutions to water and sewage provision in Africa and in Latin America.

Discipline: General Management; International

Issues: Strategic Alliances; Management in a Global Environment; Sustainable Development; Partnership

Industry: Electric, Gas and Sanitary Services

Setting: Tanzania, Large, 2003

Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

9B07M026

CITY WATER TANZANIA (B): PRIVATIZING DAR ES SALAAM'S WATER UTILITY

Oana Branzei; Kevin McKague

Teaching Note: 8B07M25

Publication Date: 6/15/2007

This is a supplement to City Water Tanzania (A): Water Partnerships for Dar es Salaam, product #9B07M025. It details the terms of the lease contract with an international operator, Biwater, and discusses the alternatives that were considered and discarded, the bidding process, and the roles and motivations of the parties. The key questions revolve around a) the adequacy of the decision, b) the responsibility for the next steps and c) the milestones and metrics to gauge the success of the privatization.

Discipline: General Management; International

Issues: Strategic Alliances; Management in a Global Environment; Sustainable Development; Partnership

Industry: Electric, Gas and Sanitary Services

Setting: Tanzania, Large, 2003

Difficulty: 4 - Undergraduate/MBA

Length: 6 pages

9B07M027B

CITY WATER TANZANIA (C): STRIKING A DEAL

Oana Branzei; Kevin McKague

Teaching Note: 8B07M25

Publication Date: 6/15/2007

This is a supplement to City Water Tanzania (A): Water Partnerships for Dar es Salaam, product #9B07M025 and is a two-part role-play. In this part (B) role-play, students take the position of Cliff Stone, Biwater's former director of sales for Africa and now chief executive officer of City Water's management.

Discipline: General Management; International

Issues: Partnership; Sustainable Development; Management in a Global Environment; Strategic Alliances

Industry: Electric, Gas and Sanitary Services

Setting: Tanzania, Large, 2003

Difficulty: 4 - Undergraduate/MBA

Length: 4 pages

9B07M027A

CITY WATER TANZANIA (C): THE PRIVATE SECTOR EXPERIMENT*Oana Branzei; Kevin McKague*

Teaching Note: 8B07M25

Publication Date: 6/15/2007

This is a supplement to City Water Tanzania (A): Water Partnerships for Dar es Salaam, product #9B07M025 and is a two-part role-play. In this part (A) role-play, students take the position of Edward Lowassa, Tanzania's Minister of Water.

Discipline: General Management; International**Issues:** Sustainable Development; Strategic Alliances; Management in a Global Environment; Partnership**Industry:** Electric, Gas and Sanitary Services**Setting:** Tanzania, Large, 2003**Difficulty:** 4 - Undergraduate/MBA**Length:** 3 pages

9B07M028

CITY WATER TANZANIA (D): THINGS FALL APART*Oana Branzei; Kevin McKague*

Teaching Note: 8B07M25

Publication Date: 6/15/2007

This is a supplement to City Water Tanzania (A): Water Partnerships for Dar es Salaam, product #9B07M025. This case summarizes the decision of the negotiation: the break up of City Water Tanzania and its aftermath, including litigation and forgone opportunities to meet the needs of the local residents.

Discipline: General Management; International**Issues:** Strategic Alliances; Sustainable Development; Management in a Global Environment; Partnership**Industry:** Electric, Gas and Sanitary Services**Setting:** Tanzania, Large, 2003**Difficulty:** 4 - Undergraduate/MBA**Length:** 6 pages

9B07D009

HALTON RECYCLING, LTD.*Carol Prahinski; Ying Fan*

Publication Date: 6/4/2007

Revised: 5/23/2007

The operations manager at Halton Recycling was becoming increasingly dissatisfied with the inefficiency caused by its three-streamed recycling system. City Hall aimed to increase the current 35 per cent waste diversion rate to the provincial goal of 60 per cent within three years. The operations manager wondered if the single-stream operation would contribute to a cost reduction and an efficiency improvement, providing the company with significant competitive advantages by the time of the contract renewal later that year.

Discipline: Production and Operations Management**Issues:** Cost/Benefit Analysis; Capacity Analysis; Stakeholder Analysis; Sustainable Development**Industry:** Electric, Gas and Sanitary Services**Setting:** Canada, Small, 2005

Report prepared on: 25/11/2008

Difficulty: 4 - Undergraduate/MBA**Length:** 17 pages

9B07M040

POINT LISAS INDUSTRIAL ESTATE: TRINIDAD (B)*David W. Conklin; Danielle Cadieux*

Teaching Note: 8B07M40

Publication Date: 5/1/2007

By 2006, the Point Lisas Industrial Estate (PLIPDECO) consisted of approximately 44 industrial sites on 1,000 hectares of land. Some in Trinidad advocated the creation of additional estates as well as expansion into business like aluminum, which required a great deal of energy. The government of Trinidad had continued a menu of tax exemptions and incentives, and substantial additional foreign investments were expected. Meanwhile, Hugo Chavez had become President of Venezuela and had instituted a socialist, anti-American regime that was seizing assets and rewriting contracts with foreign investors. Trinidad looked like a favourable investment site compared with Venezuela. However, not all was happiness. The businesses involved with PLIPDECO needed relatively few employees. Some in Trinidad referred to this reality as the "curse of oil."

Discipline: General Management; International**Issues:** Sustainable Development; International Business; Government Regulation; Business and Society**Industry:** Oil & Gas Extraction**Setting:** Trinidad, 2006**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B07M022

HONEY CARE AFRICA (A): A DIFFERENT BUSINESS MODEL*Oana Branzei; Michael Valente*

Teaching Note: 8B07M22

Publication Date: 4/2/2007

Revised: 4/24/2007

The founding entrepreneur of Honey Care Africa (Honey Care) revitalized Kenya's national honey industry by focusing on small-holder farmers across the country. Central to the success was an innovative business model: a synergistic partnership between the development sector, the private sector and rural communities that drew on the core competencies of each party as well as their complementary roles. This tripartite model was combined with local manufacturing of beehives, effective beekeeping training and community-based extension service provision, the provision of a guaranteed market to small-holder farmers through forward contracts, as well as prompt payments. Four years later, Honey Care has achieved 68 per cent market share in Kenya, distributes several brands of organic, fair trade honey internationally and is a lead distributor of bees-wax. The business model has been successfully replicated in neighbouring Tanzania, with expansion plans to Uganda and Sudan.

Discipline: Entrepreneurship; General Management; International
Issues: International Strategy; Alliances; Competitive Advantage; Sustainable Development
Industry: Agricultural Services
Setting: Kenya;Tanzania;Uganda, Small, 2006
Difficulty: 4 - Undergraduate/MBA
Length: 16 pages

9B07M023

HONEY CARE AFRICA (B): OPPORTUNITY KNOCKS

Oana Branzei; Michael Valente

Teaching Note: 8B07M22
 Publication Date: 4/2/2007
 Revised: 4/24/2007

This is a supplement to Honey Care Africa (A): A Different Business Model, product 9B07M022. This case presents Honey Care's upstream, downstream and horizontal expansion opportunities. Students are asked to recommend a course of action that will maintain the venture's social focus and triple bottom line performance, and, if needed, to redesign the business model accordingly.

Discipline: Entrepreneurship; General Management; International
Issues: International Strategy; Alliances; Competitive Advantage; Sustainable Development
Industry: Agricultural Services
Setting: Kenya;Tanzania;Uganda, Small, 2006
Difficulty: 4 - Undergraduate/MBA
Length: 9 pages

9B07M024

HONEY CARE AFRICA (C): GROWTH ALTERNATIVES

Oana Branzei; Michael Valente

Teaching Note: 8B07M22
 Publication Date: 4/2/2007
 Revised: 4/25/2007

In this supplement to Honey Care Africa (A): A Different Business Model, product 9B07M022, students will gain additional insights into the entrepreneur's challenges by comparing and contrasting the Honey Care approach to three other business models.

Discipline: Entrepreneurship; General Management; International
Issues: International Strategy; Alliances; Competitive Advantage; Sustainable Development
Industry: Agricultural Services
Setting: Kenya;Tanzania;Uganda, Small, 2006
Difficulty: 4 - Undergraduate/MBA
Length: 3 pages

7B05M051

TEMBEC (A) AND (B) - VIDEO

Pratima Bansal

Teaching Note:
 Publication Date: 1/30/2007

In this video, Tembec CEO James Lopez discusses the Lands for Life decisions, how an agreement was reached between the key stakeholders, the challenges that Tembec faced in 2006, how cutbacks were made responsibly, the importance of stakeholder communication, and balancing short- and long-term priorities. It complements both the A and B cases and can easily be used in segments or in its entirety.

Discipline:

Length: 21 min

9B07M003

TROUT FARMING IN PERU: THE LAKE TITICACA DECISION

Chris Robertson; David T.A. Wesley

Teaching Note: 8B07M03
 Publication Date: 1/9/2007

Faced with capacity constraints at the company's river fed facilities, the president and general manager of Piscifactorias de los Andes (Piscis), the largest trout farming company in Peru, is considering an option to create a trout farm on Lake Titicaca. Although Titicaca was the largest lake in South America and was in many ways ideally suited to trout farming, all previous attempts to commercialize the lake's fishery had failed. In addition, Piscis faced potential opposition from local fishers and environmentalists. Titicaca was also too distant from the company's existing fish plants. Therefore, if it were to establish operations on the lake, Piscis would need to build a processing plant at a cost of several million dollars. However, because of the region's history of political instability and violence, financial institutions were reluctant to offer loans.

Discipline: Entrepreneurship; General Management; International

Issues: Developing Countries; Risk Management; International Marketing; Environment

Setting: Peru, Small, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 19 pages

9B07M007

GVM EXPLORATION LIMITED*Michael J. Rouse; Guo-Liang Frank Jiang*

Teaching Note: 8B07M07

Publication Date: 12/15/2006

GVM Exploration Limited's (GVM) \$2 million environmental assessment project at Grizzly Valley was disrupted by a road blockade set up by a small group of local First Nation people. How GVM handled this situation would not only affect the progress of the Grizzly Valley project but also other ongoing projects. The case challenges students to address an emergent situation. Students will need to think through the short-term and long-term implications of the potential project delay or legal actions. They must assess the issues, alternatives, and decision criteria before selecting the actions to be recommended. The case introduces stakeholder management and corporate social responsibility (CSR). However, the case provides a fairly inclusive scenario where a stakeholder or CSR perspective alone does not dictate strategic directions. Students will need to take into account both stakeholder and business imperatives.

Discipline: General Management**Issues:** Stakeholder Analysis; Resource Allocation; Growth; Ethical Issues**Industry:** Mining - Miscellaneous**Setting:** Canada, Small, 2005**Difficulty:** 4 - Undergraduate/MBA**Length:** 10 pages

9B06M097

SELECTPOWER - GREEN ENERGY IN ONTARIO*Robert Klassen; Arif Merchant*

Teaching Note: 8B06M97

Publication Date: 12/15/2006

Revised: 9/5/2007

As a small retailer of green energy, Selectpower was at a critical point in its growth. The chief executive officer (CEO) was developing a cohesive strategy for the firm's multiple business units. Revenues were expected to increase significantly in the coming year; however; limited resources also were forcing the CEO to make some tough decisions about two important investment opportunities: its growing wind-derived electricity business; or the nascent geothermal business. Both options offered clear environmental benefits to customers, although the strategic value and immediate financial return to Selectpower were less clear. The CEO was also not certain to what extent Selectpower's strategy should emphasize environmental objectives relative to traditional financial metrics. Finally, evolving customer expectations, fluctuating energy prices, and changing government regulations further complicated planning.

Discipline: Entrepreneurship; General Management**Issues:** Business Development; Sustainable Development; Energy; Business and Society**Industry:** Electric, Gas and Sanitary Services**Setting:** Canada, Small, 2004**Difficulty:** 4 - Undergraduate/MBA**Length:** 8 pages

9B06M055

RBC FINANCIAL GROUP - THE EQUATOR PRINCIPLES IN QATARGAS II LNG PROJECT*Robert Klassen; Matias Gancberg*

Teaching Note: 8B06M55

Publication Date: 10/12/2006

The environmental manager at the Royal Bank of Canada (RBC) has finally received the detailed environmental and social risk assessment of Qatargas II LNG Project. RBC was a potential participant in a syndicated loan for a project financing venture in Qatar. The project would extract and process liquid natural gas there and transport it to the United Kingdom market. RBC was among the first banks to use an environmental and social risk assessment process based on the Equator Principles that supported the principles underlying sustainable development. However, environmental non-government organizations further complicated any financing decision; they were only too quick to point out publicly any shortcomings. Moreover, it was not clear if problems might occur in monitoring and enforcing any loan covenants. Two basic questions remained: first, does the Qatargas II Project make sense to RBC as it attempts to balance economic, environmental and social performance (i.e. the triple-bottom line); and second, do the Equator Principles provide a competitive advantage?

Discipline: Entrepreneurship; General Management; International**Issues:** Sustainable Development; International Finance; Financing; Environment**Industry:** Banking**Setting:** Canada/Qatar, Large, 2005**Difficulty:** 4 - Undergraduate/MBA**Length:** 19 pages

9B06M044

HYDRO: FROM UTSIRA TO FUTURE ENERGY SOLUTIONS*Robert Klassen; Jordan Mitchell*

Teaching Note: 8B06M44

Publication Date: 3/29/2006

Revised: 10/9/2007

Managers at Norway's Hydro are wondering whether or not an economically viable business case can be made to commercialize a wind-hydrogen solution. The company has successfully installed a wind-hydrogen renewable energy system as a research and development project on the 200 person remote island of Utsira. Now, they are considering two early markets to which to sell the idea: remote island communities or grid power balancing for grid operators with high reliance on wind power. Students will be introduced to current trends in renewable energy and will look at the threats and opportunities and business drivers in launching a new project. Students will analyse the priorities of the company by looking at economic, social and environmental objectives.

Discipline: Entrepreneurship; General Management; International**Issues:** Environmental Business Management; Innovation; New Products; Feasibility Analysis

Industry: Electric, Gas and Sanitary Services
Setting: Norway, Large, 2005
Difficulty: 4 - Undergraduate/MBA
Length: 22 pages

9B05M051

TEMBEC INC. (A): CREATING VALUE BY MANAGING STAKEHOLDER TENSION

Pratima Bansal; Tom Ewart

Teaching Note: 8B05M51

Supplemental Material: 7B05M051

Publication Date: 9/22/2005

Revised: 4/18/2007

Throughout the 1990s there was increasing competition for Ontario's forest land. The forest industry, including Tembec Inc., demanded from the Ontario government more certainty in the lands available to them. To reach a consensus on strategic land use, the government launched Lands for Life process and undertook extensive public consultations. Unfortunately the consultation process resulted in a polarization of stakeholders, and the 242 controversial recommendations threatened to spark a "war in the woods," primarily between the forestry industry and environmentalists. Tembec's chief executive office foresaw this conflict and was determined to take a different course of action that would bring a real solution that would meet both the objectives of the forestry industry and environmentalists. He was cognizant that losing access to timber would have a devastating effect on his company, but confident that a consensus could be reached if a rational approach were followed. Students will learn to recognize the long-term opportunity associated with sustainability, and the short-term risks associated with ignoring it, to illustrate the opportunity for stakeholder consultation and partnerships, and to introduce the best practices on stakeholder collaboration and innovative problem solving. The supplement Tembec Inc. (B), product 9B05M052, presents the situation in 2005.

Discipline: General Management

Issues: Stakeholder Analysis; Environmental Business Management; Negotiation; Human Resources Management

Industry: Forest Industry

Setting: Canada, Large, 1998

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

9B05M052

TEMBEC INC. (B): IMPLEMENTING SOLUTIONS TO STAKEHOLDER TENSION

Pratima Bansal; Tom Ewart

Teaching Note: 8B05M51

Supplemental Material: 7B05M051

Publication Date: 9/22/2005

In the several years leading up to 2005, the economics of the forestry industry in eastern Canada deteriorated rapidly, undermining Tembec's profits. These factors included high wood costs, high energy costs, an appreciating Canadian dollar with respect to the U.S. dollar, the stiff duties imposed by the Softwood Lumber Dispute, intensifying global competition, and reduced allowable cuts in Quebec. Tembec, which had never closed a mill prior to 2005, was forced to close three mills that year. It was now facing other closures, including a mill in Saint-Raymond that was losing \$1 million per month. The chief executive officer must decide how to implement the tough decision to close the mills. This is a supplement to Tembec Inc. (A): Creating Value by Managing Stakeholder Tension, product 9B05M051.

Discipline: General Management

Issues: Stakeholder Analysis; Employee Termination; Human Resources Management; Economic Conditions

Industry: Forest Industry

Setting: Canada, Large, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 13 pages

9B05M018

MEARL OIL COMPANY: ENVIRONMENTAL IMPACT TARGETS (A)

Pratima Bansal; Tom Ewart

Teaching Note: 8B05M18

Publication Date: 7/15/2005

Revised: 8/16/2005

Mearl Canada Limited does not want to implement Mearl Oil Company's environmental impact targets because, in Mearl Canada's opinion, the targets create an extra layer of regulation for considerable cost and negligible benefit. Mearl's position is that all Mearl worldwide operations must adopt these performance standards, as this will allow the company to make operational their stated environmental policy. Each party has an opportunity to make their case at the International Environmental Group meeting, and it will decide if Mearl Canada may deviate from the environmental impact target and continue with their own homegrown environmental management system and standards. This case is from the point of view of the manager, Mearl Support, environmental. The supplement Mearl Oil Company: Environmental Impact Targets (B), product 9B05M019, is from the senior environmental manager, Mearl Canada Limited view and the supplement Mearl Oil Company: Environmental Impact Targets (C), product 9B05M020, is from the International Environmental Group's perspective.

Discipline: General Management; International

Issues: Globalization; Environmental Business Management; Management in a Global Environment;

Negotiation

Industry: Oil & Gas Extraction

Setting: Canada/United States, Large, 2004

Difficulty: 4 - Undergraduate/MBA

Length: 10 pages

9B05M019

MEARL OIL COMPANY: ENVIRONMENTAL IMPACT TARGETS (B)

Pratima Bansal; Tom Ewart

Teaching Note: 8B05M18

Publication Date: 7/15/2005

The Canadian division of Mearl Oil Company does not want to implement the company's environmental impact targets and would like to continue using its homegrown environmental management system and standards. The division is allowed to present its arguments to the International Environmental Group. This is a supplement to Mearl Oil Company: Environmental Impact Targets (A), product 9B05M018. The supplement Mearl Oil Company: Environmental Impact Targets (C), product 9B05M020 discusses the International Environmental Group's perspective.

Discipline: General Management; International

Issues: Environmental Business Management; Globalization; Management in a Global Environment; Negotiation

Industry: Oil & Gas Extraction

Setting: Canada/United States, Large, 2004

Difficulty: 4 - Undergraduate/MBA

Length: 11 pages

9B05M020

MEARL OIL COMPANY: ENVIRONMENTAL IMPACT TARGETS (C)

Pratima Bansal; Tom Ewart

Teaching Note: 8B05M18

Publication Date: 7/15/2005

Mearl Canada Limited and Mearl Oil Company are presenting their cases to the International Environmental Group, who will make a decision on whether or not the Mearl Canada must comply with the company's environmental impact targets. This is a supplement to Mearl Oil Company: Environmental Impact Targets (A) and (B), products 9B05M018 and 9B05M019.

Discipline: General Management; International

Issues: Globalization; Environmental Business Management; Management in a Global Environment; Negotiation

Industry: Oil & Gas Extraction

Setting: Canada/United States, Large, 2004

Difficulty: 4 - Undergraduate/MBA

Length: 9 pages

9B05C010

BP AND CORPORATE GREENWASH

Michael Sider

Teaching Note: 8B05C10

Publication Date: 2/21/2005

Bp's green re-branding efforts began officially with the unveiling of its new bp Helios mark, named after the Greek sun god. The new logo did away with 70 years of corporate branding, replacing the bp shield, long associated in consumers' minds with the strength of British imperialism. The Helios mark cost US\$7 million to develop and was forecast to cost the company another US\$100 million a year to integrate into marketing and operations over the next two years. At the logo's unveiling, the company's chief executive officer directed attention to the company's recent purchase of the solar energy company Solarex, an acquisition that made bp the world's largest solar energy company. The unveiling of the Helios logo was a formalization of a re-branding strategy that had begun to emerge the year before with the CEO's announcement that 200 new bp sites around the world would be powered in part by solar energy, through solar panels placed on the roofs of gas pumps, and his commitment to reducing bp's own carbon dioxide emissions by 10 per cent by the year 2010. From the start, however, environmental groups heaped scorn on bp's green re-branding. Greenpeace gave the company its Greenhouse Greenwash Award, given to the largest "corporate climate culprit" on earth.

Discipline: Human Resource Management; International

Issues: Public Relations; Marketing Management; Ethical Issues; Communications

Industry: Oil & Gas Extraction

Setting: United Kingdom, Large, 2004

Difficulty: 4 - Undergraduate/MBA

Length: 10 pages

9B05M001

AIMING TOWARD A HYDROGEN ECONOMY: ICELANDIC NEW ENERGY CO. (ISLENSK NYORKA)

Pratima Bansal; Ken Mark; Jordan Mitchell

Teaching Note: 8B05M01

Publication Date: 12/20/2004

Icelandic New Energy Company, a research and development consortium based in Reykjavik, Iceland, is considering what future direction to take. The two-person team has met their first major goal - the installation of the world's first commercial hydrogen filling station and the coordination of a public transport test project involving the operation of three hydrogen fuelled city buses. The company was founded with the overall objective of investigating the potential for eventually replacing the use of fossil fuels in Iceland with hydrogen-based fuels and creating the first hydrogen society in the world. Working towards the goal of self-sufficiency from fossil fuels, Icelandic New Energy Co was set up in 1999 by the consortium Vistorka and three major partners each contributing a part to the testing - Royal Dutch Shell (the refueling station), Norsk Hydro (the electrolysis technology to make the hydrogen) and DaimlerChrysler (fuel cell vehicles using hydrogen fuel). The shareholder

agreement was established with the company's start in 1999 and is set to expire in 2005. With all of the major activities being outsourced and contracted, the team wondered how they could keep the company as a going concern and contribute to Iceland's transition to a hydrogen economy - a feat that could take more than 15 years.

Discipline: Entrepreneurship; General Management; International

Issues: Management in a Global Environment; Strategic Planning; Industry Analysis

Industry: Electric, Gas and Sanitary Services

Setting: Iceland, Small, 2004

Difficulty: 4 - Undergraduate/MBA

Length: 33 pages

9B04M072

NOTE ON INDIVIDUALS, CORPORATIONS AND SOCIETY

Pratima Bansal; Marilyn Earl

Publication Date: 11/23/2004

The importance of responsible value creation is indisputable for society. How could we argue that the well-being of future generations is not important? The disagreement is with the role of corporations in this process. This technical note offers two sides of the argument of whether corporations should be involved in addressing societal issues. The purely economic argument says that a responsible corporation is one which fulfills its fiduciary duty to shareholders to maximize profits. The ethical argument is that corporations are morally obliged to "give back" to the societies in which they exist. Using a sustainability argument, this note shows that there does not have to be a trade-off between economics and ethics. There exists a compelling business case for corporations to operate in the overlapping area of our model where activities are both financially profitable and socially and environmentally responsible. Not only does this "middle ground" exist, but the activities in this area are likely to generate long-term stable profits and result in a higher level of employee, shareholder and corporate well-being.

Discipline: General Management

Issues: Stakeholder Analysis; Ethical Issues; Corporate Responsibility; Business and Society

Setting: 2004

Difficulty: 4 - Undergraduate/MBA

Length: 13 pages

9B04M034

BROAD AIR CONDITIONING AND ENVIRONMENTAL PROTECTION

Zhi Yi He; Meng Sun; Paul W. Beamish

Teaching Note: 8B04M34

Publication Date: 6/24/2004

Revised: 5/25/2007

Broad Air Conditioning is a Chinese company with a proactive environmental attitude, but suffering from deteriorating financial results. The company founder and chief executive officer must decide whether to start producing electricity powered air conditioners to improve its financial results easily or stick to its ideal and only manufacture machines powered by heat. The major theme of this case is to understand corporate social responsibility, by discussing how an enterprise can find a way to harmonize the relationship between benefitting the company and protecting the environment, especially in developing countries.

Discipline: General Management; International

Issues: Sustainable Development; Environment; Energy; Corporate Responsibility

Industry: Electric & Electronic Equipment Supplies

Setting: China, Medium, 2002

Difficulty: 4 - Undergraduate/MBA

Length: 12 pages

9B04A005

CYANIDE DESTRUCT SYSTEMS INC.

Kenneth G. Hardy; Steve Marley

Teaching Note: 8B04A05

Publication Date: 4/5/2004

For 17 years an entrepreneur has been running a niche business of designing and manufacturing a chemical processing system to dispose of deadly cyanide wastes. His system is expensive compared to the main competitive disposal systems of giant leeching ponds and deep well disposal. Thus his main successes have come with the electroplating industry which is not growing. His hopes to get outside this industry are dashed when the promised new materials disposal regulations in the United States are abandoned by the Bush government. His sales had dropped to almost zero while cyanide users watched the development of these regulations. Now he must kick start his sales again - but how?

Discipline: Entrepreneurship; International; Marketing

Issues: Government Regulation; Market Segmentation; Market Strategy; Sales Strategy

Industry: Chemicals and Allied Products

Setting: North America/Europe, Small, 2003

Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

9B03A032

FAIRMONT CHATEAU LAKE LOUISE*Robin Ritchie; Paul Artiuch*

Teaching Note: 8B03A32

Publication Date: 11/28/2003

Revised: 12/13/2004

An historic hotel faces the twin challenges of seasonal demand and a decline in its most important market. The hotel's general manager is considering several expansion/renovation proposals to address these problems, each of which implies a different strategic focus. The decision is complicated by the fact that the hotel is located in world-renowned Banff National Park, an environmentally sensitive area administered by the Canadian government. Growing public concern over development in national parks implies that an overly ambitious expansion plan is likely to be rejected, yet this may be the hotel's last chance to add significant capacity for the long-term. The case demonstrates the role of social and political forces in business decisions, while underscoring the interdependency of target market, positioning and marketing mix decisions.

Discipline: Marketing**Issues:** Sustainable Development; Tourism; Market Analysis; Marketing Management**Industry:** Hotels, Rooming Houses, Camps**Setting:** Canada, Large, 1998**Difficulty:** 4 - Undergraduate/MBA**Length:** 24 pages

9B03D012

INDIAN OIL CORPORATION LIMITED - THE MATHURA REFINERY*P. Fraser Johnson; Robert Klassen; Manish Kumar*

Teaching Note: 8B03D12

Publication Date: 11/28/2003

Revised: 3/16/2005

In March 2002, the general manager of Mathura Refinery had to respond to new national legislation that mandated the production of new cleaner-burning fuels. While these fuels would reduce vehicular emissions in the country, there was the possibility of increased local emissions from the refinery from the new processes used to produce these fuels. Effluent and oily sludge emissions also demanded management attention. The general manager recognized that Mathura Refinery had unique constraints because of its close proximity to the Taj Mahal. Any future expansion of the refinery's capacity would be contingent on its ability to reduce sulfur dioxide emissions and address public expectations.

Discipline: International; Production and Operations Management**Issues:** Pollution; Manufacturing Strategy; Government Regulation; Environment**Industry:** Petroleum Refining & Related Industries**Setting:** India, Large, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 23 pages

9B02M048

ETHYL CORPORATION OF VIRGINIA: THE MMT BATTLE IN CANADA (A)*Tony S. Frost; Gerry Keim; David T.A. Wesley*

Teaching Note:

Publication Date: 2/27/2003

When its main products, gasoline lead additives, were banned in most developed countries, a U.S. company introduced an environmentally friendly, octane-boosting gasoline additive, methylcyclopentadienyl manganese tricarbonyl (MMT). The product was approved for use in Canada, but not sanctioned for use in Europe or the United States, due to health concerns. In response to public concerns about environmental hazards, the Canadian government introduced legislation that would ban both the import and transport of manganese-based substances, including MMT. Faced with the possibility of losing both its current Canadian market and the possibility of trade in other countries, the company considers a political strategy. Supplement to this case is Ethyl Corporation of Virginia: The MMT Battle in Canada (B), product number 9B02M049.

Discipline: General Management; International**Issues:** Trade Agreements; Political Environment; Politics; Government Regulation**Industry:** Chemicals and Allied Products**Setting:** Canada/United States, Large, 1995**Difficulty:** 4 - Undergraduate/MBA**Length:** 6 pages

9B02M040

MODINE MANUFACTURING*Henry W. Lane; Gloria Barczak; Edward F. McDonough;**David T.A. Wesley*

Teaching Note: 8B02M40

Publication Date: 1/9/2003

Modine Manufacturing operates primarily in a single product category consisting of the manufacture and sale of heat transfer equipment. A major customer announced the cancellation of an agreement with Modine to develop a key engine component, which was needed by automotive companies in order to make their engines comply with new emissions guidelines set to take effect in several years. However, the expectation that the government would relax emissions guidelines was believed to have led to the cancellation of the project. Would other customers do the same? Considerable resources were spent on this project, causing projects that would be handled by the new product development area to be developed outside of this unit. The vice-president of technical services must analyse the company's new product strategy to determine its effectiveness in developing new products and what model the company should use for product development.

Discipline: General Management; International**Issues:** Automotive; Organizational Structure; Program Design/Implementation; Product Design/Development**Industry:** Transportation Equipment**Setting:** United States, Medium, 2001**Difficulty:** 4 - Undergraduate/MBA**Length:** 22 pages

9B02M005

CLEAN HARBORS*Daniel McCarthy; David T.A. Wesley*

Teaching Note: 8B02M05

Publication Date: 4/25/2002

Clean Harbors Inc. is a successful environmental services company. The introduction of environmental legislation in the late 1970s brought with it annual growth in the environmental remediation industry that approached 20 per cent as industrial companies attempted to comply with the new regulations. During the latter half of the 1980s, the company experienced growth of 100 per cent per year. In the 1990s, however, waste reduction and recycling left many large waste producers, such as chemical companies, with excess treatment and disposal capacity. Clean Harbor experienced severe financial loss, despite efforts to control costs. Other hazardous waste remediation firms experienced similar declines. The president and chief executive officer is reluctant to let go of the company that he built from scratch, but some believe that selling is the only option.

Discipline: General Management**Issues:** Environmental Business Management; Restructuring; Industry Analysis; Crisis Management**Industry:** Electric, Gas and Sanitary Services**Setting:** USA, Medium, 1996**Difficulty:** 4 - Undergraduate/MBA**Length:** 11 pages

9B01M071

GLOBAL WARMING AND THE KYOTO PROTOCOL: IMPLICATIONS FOR BUSINESS*David W. Conklin; Darcy Jones; Alan Davenport*

Teaching Note: 8B01M71

Publication Date: 2/12/2002

The costs of global warming are enormous. The increase in concentration of greenhouse gases, as a result of growth in industrial activities worldwide, is directly related to the increased frequency of natural disasters. United Nations has estimated that the effects of global warming (namely natural disasters, loss of land due to rising sea levels and damages to fishing stocks, agriculture and water supplies) could cost over US\$300 billion annually. The Kyoto Protocol is an international agreement setting out legally-binding levels of greenhouse gas emissions for 160 participating nations. The signatory nations approved the principles of the treaty, leaving the operation and enforcement details to be determined. While the intent of the protocol, to reduce worldwide greenhouse gas emissions to the benefit of all countries, is honorable, the impacts of the Kyoto Protocol are difficult to predict and will affect its stakeholder groups (the insurance industry, developed and developing nations, signatory and non-signatory countries, existing and potential industries) differently. Implementation issues, alternate approaches, the challenges of global environmental problems and possible solutions are discussed. The response of governments and businesses to global environmental issues, in general,

and to the Kyoto Protocol, in particular, will determine the strengths and weaknesses of this global initiative.

Discipline: General Management; International**Issues:** Globalization; Sustainable Development; Business Policy**Setting:** Global, 2001**Difficulty:** 4 - Undergraduate/MBA**Length:** 23 pages

9B01B022

GROW GREEN PROGRAM*Elizabeth M.A. Grasby; Melissa Jean*

Teaching Note: 8B01B22

Publication Date: 2/12/2002

Revised: 4/27/2006

The president of Try Recycling & Aggregates, a company which recycled materials not acceptable at garbage landfill sites, has to decide whether the company should sell its products through a new fundraising initiative - the Grow Green Program. This program would involve approaching organizations taking part in fundraising activities to determine if they would be interested in selling the company's gardening products in order to raise funds for their organizations. He had determined which products would be sold, but must determine which fundraising organizations to target and how to promote his idea.

Discipline: Accounting**Issues:** Consumer Analysis; Management Accounting; Contribution Analysis; Break-Even Analysis**Industry:** Bldg. Materials, Hardware, Garden Supply**Setting:** Canada, Small, 2001**Difficulty:** 1 - Introductory**Length:** 7 pages

9A99M040

MONSANTO AND THE GLOBAL WATER TREATMENT INDUSTRY*Mary M. Crossan; Dusya Vera*

Teaching Note: 8A99M40

Publication Date: 5/9/2000

Revised: 7/17/2000

Monsanto, a biotechnology giant highly committed to sustainable development efforts, needs to assess the attractiveness of the drinking water treatment industry before deciding its entry to it. Four dimensions of the global water treatment industry are described: types of products and services, applications, end-users and geographical markets. The drinking water treatment segment, which is classified into municipal drinking water treatment and residential drinking water treatment, is examined in depth. Players in these two categories produce the chemicals and equipment necessary to purify tap water supplied to consumers and residential water purification devices. The bottled water industry is considered a substitute of the drinking water treatment segment. The primary objective of the case is to answer the question "Is the industry attractive?" and to introduce students to industry analysis and industry segmentation.

Discipline: General Management; International**Issues:** Environmental Business Management; Industry

Analysis

Industry: Electric, Gas and Sanitary Services

Setting: USA, Large, 1999

Difficulty: 4 - Undergraduate/MBA

Length: 21 pages

9A99M028

TROJAN TECHNOLOGIES INC: THE CHINA OPPORTUNITY

Pratima Bansal; Paul W. Beamish; Ruihua Jiang

Teaching Note: 8A99M28

Publication Date: 10/28/1999

Revised: 7/21/2008

The senior market associate of Trojan Technologies reflected on the water shortages anticipated in developing countries created by their explosive economic growth. Trojan sold water disinfecting equipment, and the senior market associate's job was to find new areas for growth. China was particularly intriguing because it had as much water as Canada, but 40 times the population, and its economic boom would further stress current water resources. Trojan had set growth hurdles of 30 per cent per year, and it needed new markets to reach that objective. The task in new market development was to determine if Trojan should enter China, and if so, when, where and how. The associate knew little of China: how decisions were made for water disinfecting equipment, whether Trojan's patents would be protected, and what level of resources would be required. The vice-president of new business development wanted to see recommendations within the month.

AWARD WINNING CASE - This case is second place winner of the MDC of Hong Kong Case Writer of the Year Award.

Discipline: General Management; International

Issues: Strategic Planning; International Business; Environment

Industry: Electric, Gas and Sanitary Services

Setting: China, Medium, 1999

Difficulty: 4 - Undergraduate/MBA

Length: 16 pages

9A98B012

NORTHERN MINES LIMITED (A)

Claude P. Lanfranconi; Brad Chapman; Virginia Webster

Teaching Note: 8A98B12

Publication Date: 8/5/1998

Revised: 9/30/2002

A leading Canadian mining company had recently closed two uranium mines and begun the lengthy and complex regulatory process to obtain approval of their clean-up plans for the mine, surface facilities and waste management areas. The accounting issues in the case focus on the uncertainty associated with the approval of a specific waste management method, upon which the company had based its provisions for clean-up costs, and the potential cost associated with alternative waste management methods that had been investigated by an independent consultant. If forced to adopt one of the alternative methods, a potential cost and liability of \$300

Report prepared on: 25/11/2008

million could result. In the audit committee meeting a concern is raised about the potential existence of a contingent liability. The decision faced by the audit committee is whether to investigate the situation, and if so, its role and how to proceed. (Two sequels to this case, titled Northern Mines Limited (B), case 9A98B013 and Northern Mines Limited (C), case 9A98B014 describe the audit committee's investigation and recommendations.)

Discipline: Accounting

Issues: Board of Directors; Financial Reports/Disclosure; Corporate Governance; Liabilities

Industry: Mining - Miscellaneous

Setting: Canada, Large, 1990

Difficulty: 4 - Undergraduate/MBA

Length: 9 pages

9A98B013

NORTHERN MINES LIMITED (B)

Claude P. Lanfranconi; Virginia Webster

Teaching Note: 8A98B12

Publication Date: 8/5/1998

Revised: 9/30/2002

A leading Canadian mining company had recently closed two uranium mines and begun the lengthy and complex regulatory process to obtain approval of their clean-up plans for the mine, surface facilities and waste management areas. Northern Mines (B) summarizes the investigation that was carried out by the audit committee, and the information that is gathered from the auditors and management about the regulatory process for decommissioning and the company's proposed clean-up methods. Now the audit committee members must decide if a contingent liability exists, and if so, what to recommend to the board about disclosure. (This is a sequel to Northern Mines Limited (A), case 9A98B012.)

Discipline: Accounting

Issues: Corporate Governance; Liabilities; Financial Reports/Disclosure; Board of Directors

Industry: Mining - Miscellaneous

Setting: Canada, Large, 1990

Difficulty: 4 - Undergraduate/MBA

Length: 12 pages

9A98B014

NORTHERN MINES LIMITED (C)

Claude P. Lanfranconi; Virginia Webster

Teaching Note: 8A98B12

Publication Date: 8/5/1998

Revised: 9/30/2002

A leading Canadian mining company had recently closed two uranium mines and begun the lengthy and complex regulatory process to obtain approval of their clean-up plans for the mine, surface facilities and waste management areas. Northern Mines (C) describes what recommendation the audit committee made and the events that occurred in the following year. (This is a sequel to Northern Mines Limited (A) and Northern Mines Limited (B), case numbers 9A98B012 and 9A98B013.)

Discipline: Accounting

Issues: Corporate Governance; Liabilities; Financial Reports/Disclosure; Board of Directors

Industry: Mining - Miscellaneous

Setting: Canada, Large, 1990
Difficulty: 4 - Undergraduate/MBA
Length: 4 pages

9A98H001

NOTE ON THE POLLUTION PROBLEM IN THE MEXICO-U.S. BORDER REGION

Tony S. Frost; Daniel D. Campbell; David Eaton
 Publication Date: 4/29/1998
 Revised: 2/18/1999

The Mexico-U.S. border environmental situation is outlined in this note which provides background information on the region. The nature and extent of the pollution problem and a brief overview of the current system of environmental regulation and enforcement in Mexico and under the North American Free Trade Agreement is also reviewed. The note also provides two "caselets" of companies operating in the border region. The principle objective of this note is to familiarize students with some of the major debates surrounding the relationship between globalization (expansion of international trade and investment) and the natural environment. It offers the chance for students to learn about the Mexican-U.S. border situation and to consider both the causes of and possible solutions to the serious and complex pollution problem in the region.

Discipline: General Management; International
Issues: Globalization; Trade; Pollution; Environment
Setting: Mexico, 1997
Difficulty: 4 - Undergraduate/MBA
Length: 17 pages

9A96D001

NAVISTAR: ENVIRONMENTAL MANAGEMENT (A)

Robert Klassen; P. Fraser Johnson
 Teaching Note: 8A96D01
 Publication Date: 3/25/1996
 Revised: 12/2/2002

The environmental coordinator at the Chatham Assembly Plant of Navistar International Corporation, must develop a total waste management program which addresses both corporate waste reduction objectives and regulatory requirements. At the time of the case, a plant-wide waste audit had just been completed by an outside contractor in response to the introduction of provincial legislation, referred to as 3R Regulations. The environmental coordinator must assess the competitive implications of different alternatives, design the program, decide which materials will be recycled, identify who will be involved in implementation, and take into account the reaction of different stakeholder groups. (A sequel to this case titled Navistar: Environmental Management (B), case 9A96D002, is available.)

Discipline: Production and Operations Management
Issues: Pollution; Operations Management; Manufacturing; Environment
Industry: Transportation Equipment
Setting: Canada, Large, 1994

Report prepared on: 25/11/2008

Difficulty: 4 - Undergraduate/MBA
Length: 15 pages

9A96D002

NAVISTAR: ENVIRONMENTAL MANAGEMENT (B)

Robert Klassen; P. Fraser Johnson
 Teaching Note: 8A96D02
 Publication Date: 3/25/1996
 Revised: 11/13/2002

The environmental coordinator at the Chatham Assembly Plant of Navistar International Corporation must implement a total waste management program. This is the second in a two case series bearing the same name. At the time of the case, he had just received approval from plant management to proceed with his recommendation to use a plant-wide program that captures all recyclable materials. In addition, Browning-Ferris Industries (BFI) has been selected as the waste management service provider for part of the program. Successful implementation now requires support from the unionized, hourly work force, further development of the relationship with BFI, and systems to reinforce long term performance.

Discipline: Production and Operations Management
Issues: Pollution; Operations Management; Manufacturing; Environment
Industry: Transportation Equipment
Setting: Canada, Large, 1995
Difficulty: 4 - Undergraduate/MBA
Length: 2 pages

9A94H005

AWC INC.: THE VENTILATION DILEMMA

Donald J. Lecraw; David Ager; Wayne MacLeod; Alan W. Andron
 Publication Date: 8/26/1994
 Revised: 7/30/2002

Alex MacDonald, president and owner of AWC Inc., a southwestern Ontario aluminum fabrication operation, is confronted with a decision of whether to install ventilation equipment that will negatively affect the financial performance of the company, possibly forcing the company out of business. His alternative is to ignore environmental regulations and risk being charged by government authorities for contravening the law. This case provides the opportunity to discuss several environmental forces that impact business decision making.

Discipline: General Management
Issues: Environmental Change; Working Conditions; Environment; Ethical Issues
Industry: Primary Metal Industries
Setting: Canada, Medium, 1991
Difficulty: 4 - Undergraduate/MBA
Length: 14 pages

9A93G001

HYDRO-QUEBEC AND THE GREAT WHALE PROJECT*Allen Morrison; Detlev Nitsch*

Teaching Note: 8A93G01

Publication Date: 3/25/1993

Revised: 12/16/2002

Senior management of Hydro-Quebec were faced with the problem of how to avoid the possible cancellation of its multibillion dollar hydroelectric development project due to highly publicized opposition from aboriginal rights groups and environmental activists. This opposition was jeopardizing a major export contract by the New York Power Authority. Hydro-Quebec's financial performance, in particular its ability to continue servicing its large U.S. -denominated debt, was an important factor in the economic health and potential sovereignty of the Province of Quebec. The focus on stakeholder analysis is an excellent review of the complexity of decision-making in a highly volatile setting.

Discipline: General Management; International**Issues:** Political Environment; Public Relations; Environment; International Business**Industry:** Electric, Gas and Sanitary Services**Setting:** Canada, Large, 1992**Difficulty:** 4 - Undergraduate/MBA**Length:** 18 pages

9A91A018

SUNLIGHT LAUNDRY DETERGENT*John S. Hulland; Patricia Sullivan*

Teaching Note: 8A91A18

Publication Date: 1/1/1991

Revised: 1/22/2004

The brand manager for Sunlight Powder laundry detergent, must decide how to respond to the introduction by Loblaws' of a new "green" laundry detergent product. He is considering several alternatives, and must carefully consider the pros and cons associated with each approach, as well as the economic impact on his company's sales and the effect of increased consumer awareness of environmental issues. This case may be used to introduce positioning decisions, in a product policy module, or in a marketing strategy module.

Discipline: Marketing**Issues:** Market Strategy; Product Strategy; Product Management; Environment**Industry:** Paper and Allied Products**Setting:** Canada, Large, 1989**Difficulty:** 4 - Undergraduate/MBA**Length:** 16 pages

9A91A017

TETRA PAK INC.*John S. Hulland; Jennifer McNaughton; Fred Chan*

Teaching Note:

Publication Date: 1/1/1991

Revised: 3/8/2002

Tetra Pak Inc.'s Environmental Steering Committee members review the company's communications campaign during the previous fall and must decide what changes Tetra Pak should make to make the campaign even more effective. Tetra Pak is a wholly-owned subsidiary of Swiss-based Tetra Pak Rausing SA. For a long time, the parent company had felt no need to actively pursue the possibility of recycling its drink boxes, mainly due to the fact that incineration for energy recovery was a widely accepted method of solid waste disposal in Europe. However, operating in Canada, Tetra Pak felt strong pressures to respond to environmental concerns over incineration and landfill site capacity problems.

Discipline: Marketing**Issues:** Public Relations; Product Management; Environment; Corporate Responsibility**Industry:** Paper and Allied Products**Setting:** Canada, Large, 1990**Difficulty:** 4 - Undergraduate/MBA**Length:** 17 pages

9A91M005

TRANSALTA UTILITIES CORP.*Rod E. White; Adam Twarog; John McCready*

Teaching Note: 8A91M05

Publication Date: 1/1/1991

Revised: 5/10/2002

As they approached their strategic session, TransAlta's senior executives confronted a changing business environment. The company's goal had always been to provide reliable electric service to their customers at the lowest possible cost. Now a new variable was entering the picture: the environment and the question of sustainable development. The release of the report of the World Commission on Environment and Development, chaired by Harlem Brundtland, gave credibility to the concept of sustainable development and has elevated environmental issues on the international agenda. How would this impact the company's business strategy and competitive advantage?

Discipline: General Management; International**Issues:** Natural Resources; Environment; Corporate Strategy; Corporate Responsibility**Industry:** Electric, Gas and Sanitary Services**Setting:** Canada, Large, 1990**Difficulty:** 4 - Undergraduate/MBA**Length:** 17 pages

9A90A006

**PROCTER & GAMBLE INC.: DOWNY
ENVIRO-PAK***Adrian B. Ryans; Janet Lahey; Chris Lane*

Teaching Note: 8A90A06

Publication Date: 1/1/1990

Revised: 11/21/2003

In early 1989, with growing concern among Canadians about the impending solid waste problem, Grad Schnurr, the brand manager for Downy fabric softener, was considering the launch of a more environmentally friendly form of packaging. These "Enviro-Paks" would reduce the amount of plastic used in a standard 3L package by 85%, resulting in a 15% saving in total manufacturing costs. Although a similar type of packaging had already been introduced in Europe, the Enviro-Paks would be the first of their kind in North America. Because of this, Grad Schnurr faced many strategic issues and had to make decisions relating to the pricing, promotion and national launch of the paks.

Discipline: Marketing**Issues:** Pricing; Marketing Management; New Products; Environment**Industry:** Chemicals and Allied Products**Setting:** Canada, Large, 1989**Difficulty:** 4 - Undergraduate/MBA**Length:** 11 pages

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Anti-Corruption (Principle 10)

9B08M079

LEE AND LI, ATTORNEYS-AT-LAW AND THE EMBEZZLEMENT OF NT\$3 BILLION BY EDDIE LIU (A)

Yeong-Yuh Chiang; W. Glenn Rowe

Teaching Note: 8B08M79

Publication Date: 10/28/2008

Dr. C.V. Chen received news that one of Lee and Li's senior assistants had found a loophole in a power of attorney from one of the firm's clients, SanDisk Corporation (SanDisk), that had allowed him to illegally sell the client's shares in a Taiwanese company and to sneak out of Taiwan with over NT\$3 billion. Unfortunately, Lee and Li had no insurance to cover this embezzlement. Chen knew that the three senior partners needed to develop a plan of action to save the law firm, take care of the lawyers and other employees, maintain the reputation of the firm within Taiwan and abroad intact, do what was best for SanDisk and Lee and Li, and keep the more than 12,000 clients from deserting the firm.

Discipline: General Management; International
Issues: Decision Making; Crisis and Change; Professional Firms; Management of Professionals; Leadership; Ethical Issues; Crisis Management; Accountability
Industry: Legal Services
Setting: Taiwan, Medium, 2003
Difficulty: 4 - Undergraduate/MBA
Length: 9 pages

9B08M080

LEE AND LI, ATTORNEYS-AT-LAW AND THE EMBEZZLEMENT OF NT\$3 BILLION BY EDDIE LIU (B)

Yeong-Yuh Chiang; W. Glenn Rowe

Teaching Note: 8B08M79

Publication Date: 10/28/2008

Revised: 11/12/2008

Dr. C.V. Chen learned that one of Lee and Li's senior legal assistants had illegally sold a client's shares in a Taiwanese company and sneaked out of Taiwan with over NT\$3 billion. Lee and Li took several actions to minimize the impact of the situation on the firm, its clients and its employees. Now Chen began to review the events and the actions taken. Although he knew that the worst was behind, he also knew that a great deal of work needed to be done in order to ensure the reputation of the firm would remain intact in the future.

Discipline: General Management; International
Issues: Crisis and Change; Decision Making;

Professional Firms; Management of Professionals; Leadership; Ethical Issues; Crisis Management; Accountability
Industry: Legal Services
Setting: Taiwan, Medium, 2003
Difficulty: 4 - Undergraduate/MBA
Length: 5 pages

9B08M068

CRESCENT STANDARD INVESTMENT BANK LIMITED - GOVERNANCE FAILURE

Muntazar Bashir Ahmed

Teaching Note: 8B08M68

Publication Date: 10/20/2008

The Crescent Standard Investment Bank Limited (CSIBL) was the largest investment bank quoted on all the stock exchanges in Pakistan, so when it declared a huge loss of Rs2.1 billion (US\$35.5 million) for the year December 31, 2005 the market was taken by surprise. There had been some rumours that all was not well and that the investment banking regulator, Securities and Exchange Commission of Pakistan (SECP), had sent a team to investigate the affairs of the bank. Since the main shareholders were individuals or companies of the well-known business group known as the Crescent Group, there was enormous interest in the CSIBL affairs by financial and political circles as well. The case describes the various types of entities that were merged to form the CSIBL, principally to protect the stakeholders by creating an entity with a large capitalization. The bank had reported in its annual reports that all the internal control mechanisms for good governance stipulated by the SECP were in place and the auditors (internal and external) had reported that these were satisfactory. Yet, when subjected to an investigation, it was revealed that the internal management was involved in a variety of acts of misrepresentation and concealment. The case focuses on the weaknesses in the structure of the corporate governance regime in Pakistan. The fact remains that no amount of internal or external checks can stop the internal management from colluding to perpetuate a fraud.

Discipline: General Management; International
Issues: Corporate Governance; Corporate Responsibility; Ethical Issues; Financial Management
Industry: Banking
Setting: Pakistan, Large, 2006
Difficulty: 4 - Undergraduate/MBA
Length: 25 pages

9B08M038

PHIL CHAN (A)*Paul W. Beamish; Jean-Louis Schaan*

Teaching Note: 8B08M38

Publication Date: 4/18/2008

The case deals with a scam that has been run out of Nigeria since 1990. In it, foreign companies are approached for their assistance in facilitating an international transfer of funds in order to receive a very large but unearned commission. In the case, a Hong Kong-based manager who is travelling to Nigeria is unaware that he is walking into a situation where his company is about to be cheated. The objective of the case is to raise the issue of ethics in the conduct of international business. A follow-up case (9B08M039) is available.

Discipline: General Management; International**Issues:** Ethical Issues; Human Behaviour; Negotiation; Personal Values**Industry:** Business Services**Setting:** Hong Kong;Nigeria, Small, 2008**Difficulty:** 4 - Undergraduate/MBA**Length:** 8 pages

9B08M039

PHIL CHAN (B)*Paul W. Beamish; Jean-Louis Schaan*

Teaching Note: 8B08M38

Publication Date: 4/18/2008

En route to Nigeria the decision maker learns that he is walking into a scam and must decide whether to show up for the scheduled meetings or to return home immediately. The case illustrates ways of being drawn into unethical situations, and the severe implications for both the individual and organization if they do participate. This (B) case can be distributed part way through the class (with undergraduates) or at the same time as the (A) case(9B08M038) with more experienced students.

Discipline: General Management; International**Issues:** Crisis Management; Ethical Issues; Job Assignments; Personal Values**Industry:** Business Services**Setting:** Hong Kong;Nigeria, Small, 2008**Difficulty:** 4 - Undergraduate/MBA**Length:** 4 pages

9B08M023

ROBERT'S CENTER OF PERFORMING ARTS*James A. Erskine; Felix Gernburd*

Teaching Note: 8B08M23

Publication Date: 4/1/2008

Robert's Center of Performing Arts (RCPA), founded and owned by Robert Gernburd, was a music school. In addition to individual instrument lessons and group lessons in music theory and music history, the RCPA sold second-hand pianos. It was difficult to find a supplier of used pianos but after a great deal of research, Gernburd found a supplier in Japan. Recently, an invoice containing supplier information had been temporarily misplaced. Since then, Gernburd had learned that his in-house piano tuner had been selling pianos without his knowledge. Gernburd was unsure how to proceed.

Discipline: General Management**Issues:** Conflict Resolution; Small Business; Management of Professionals; Ethical Issues**Industry:** Educational Services**Setting:** Canada, Small, 2007**Difficulty:** 3 - Undergraduate**Length:** 8 pages

9B07C042

MEDICAL EQUIPMENT INC. IN SAUDI ARABIA*Joerg Dietz; Ankur Grover; Laura Guerrero*

Teaching Note: 8B07C42

Publication Date: 3/17/2008

A recently hired U.S.-trained sales account manager at Medical Equipment Inc. (Medical Equipment) returned to his office after meeting with the head of the cardiology department at a specialist hospital and research center in Jeddah, Saudi Arabia. He had worked very hard to secure his first sale of US\$725,000 for healthcare equipment, but was disheartened when the head of cardiology told him that the hospital's purchasing director intended to give the order to Medical Equipment's main competitor. The competitor's sales representative and the purchasing director had known each other for 10 years and the head cardiologist implied that there might be side payments involved. The sales account manager knew Medical Equipment's product was superior and wondered how he could secure the order without having a history with the purchasing director or without engaging in practices he found ethically questionable.

Discipline: Human Resource Management; International; Marketing**Issues:** Ethical Issues; International Business; Intercultural Relations; Sales Management**Industry:** Miscellaneous Manufacturing Industries**Setting:** Saudi Arabia, Large, 2004**Difficulty:** 4 - Undergraduate/MBA**Length:** 14 pages

9B07M076

FLEX INDUSTRIES LIMITED*Mohammed Akbar; Anurag Mishra*

Teaching Note: 8B07M76

Publication Date: 1/31/2008

On November 8, 2001, the entrepreneurial owner of Flex Industries, a leading Indian firm in the flexible packaging industry, was accused of bribing the central excise commissioner in a case of evasion of excise duties. Excise duty is levied under the federal structure of the Indian taxation system on the production and manufacture of goods. Excise duty liability arises immediately on the movement of goods from the plant gate. Evasion of excise duty is a cognizable offence and carries severe penalties that can adversely affect the management of the company. The owner of Flex Industries, was an experienced professional recognized for his important contribution in revolutionizing the flexible packaging industry in India. However, the incident dented his long-standing record. Meanwhile, other controversies surfaced while the case was under disposition in the courts. The ensuing period gave an impression that there were other suspect events related to its governance that Flex Industries could have done without. However, the final verdict announced by the courts found the owner not guilty. The events were significant in the evolution of Flex Industries, which was strongly positioned in the flexible packaging industry. However, the market reaction to the news of the arrest of Flex Industries' owner was very different from the news of his exoneration. This case demonstrates the impact of market disciplining forces and the premium stockholder's place on good governance.

Discipline: General Management; International**Industry:** Paper and Allied Products**Setting:** India, Large, 2004**Difficulty:** 5 - MBA/Postgraduate**Length:** 14 pages

9B07M037

MALAWI BUSINESS ACTION AGAINST CORRUPTION*Oonagh Fitzgerald; James Ng'ombe*

Teaching Note: 8B07M37

Publication Date: 10/4/2007

The founding executive director of the African Institute for Corporate Citizenship (AICC), felt very tense as he typed the last revisions to the speech he would be giving to a Llongwe merchants' association later in the week. He really enjoyed proudly describing his initiative, "Business Action Against Corruption," and the Business Code of Conduct for Combating Corruption in Malawi, to potential new partners. However, the founding executive director was beginning to feel concerned about its slow pace of adoption. He was particularly worried about how to manage the delicate relationship with the government.

Discipline: Entrepreneurship; General Management; International**Issues:** Globalization; Political Environment; Procurement; Negotiation; Ethical Issues; Corporate Responsibility**Setting:** Sub Saharian Africa Malawi, 2006

Report prepared on: 25/11/2008

Difficulty: 4 - Undergraduate/MBA**Length:** 18 pages

9B06M089

A FEW TIPS ABOUT CORRUPTION IN THE U.S.*Andrew Delios*

Teaching Note: 8B06M89

Publication Date: 11/6/2006

This case presents the situation faced by three people in the United States as they exit a restaurant in California. They are discussing whether tipping is a form of private sector corruption, similar to public sector corruption that pervades many countries worldwide. Discussion ensues on what constitutes corruption, and whether private and public sector corruption are required and ethical business practices.

Discipline: General Management; International**Issues:** Political Environment; International Business; Internationalization; Ethical Issues**Industry:** Textile Mill Products**Setting:** United States/China/India/Indonesia/Singapore, 2006**Difficulty:** 4 - Undergraduate/MBA**Length:** 7 pages

9B06M021

ROYAL DUTCH SHELL IN NIGERIA: OPERATING IN A FRAGILE STATE*Isaiah A. Litvak*

Teaching Note: 8B06M21

Publication Date: 3/17/2006

Stuck in a quagmire of violence and political issues in Nigeria, Royal Dutch Shell's challenge was to establish socially responsible business practices to enable the company to sustain and expand its operations in Nigeria and the Niger Delta in particular. A conflict resolution and public policy consultant was brought in to develop some constructive ideas on how best to address the problems Royal Dutch Shell faced in Nigeria. This case is intended to introduce students to some of the complex issues faced by multinational corporations in developing countries.

Discipline: General Management; International**Issues:** Corporate Governance; Conflict Resolution; Pressure Groups; Corporate Responsibility**Industry:** Oil & Gas Extraction**Setting:** Nigeria, Large, 2005**Difficulty:** 4 - Undergraduate/MBA**Length:** 22 pages

9B05C036

STATOIL IRAN*Henry W. Lane; David T.A. Wesley*

Teaching Note: 8B05C36

Publication Date: 11/28/2005

Less than one year after being awarded a contract to develop one of the world's largest offshore petroleum fields, Statoil's future in Iran appeared to be in jeopardy. Statoil was at the center of a corruption investigation that had resulted in the resignations of three of the company's top executives, including its CEO. The issue was alleged bribes paid by Horton Investments, on Statoil's behest, to secure lucrative petroleum development contracts. According to the Iranian government, Statoil used Horton to channel \$15 million in secret bribes to unnamed government officials. Statoil's country manager, who had considerable experience in the region and was unaware of the secret deals, is left with the difficult task of trying to salvage the operation and rebuild the social capital he had established between Statoil and its Iranian counterparts.

Discipline: Human Resource Management; International**Issues:** International Management; Management Behaviour; Ethical Issues; Energy**Industry:** Oil & Gas Extraction**Setting:** Iran/Norway, Medium, 2004**Difficulty:** 4 - Undergraduate/MBA**Length:** 4 pages

9B05M029

GONCHAR INVESTMENT BANK*Paul W. Beamish; Jonathan Royce*

Teaching Note: 8B05M29

Publication Date: 3/22/2005

A recent MBA graduate is working as vice-president equity sales for an investment bank in the Ukraine. The firm's managing director has requested a recommendation regarding whether they should start investing in Ukrainian equities on their own account, or retain their practice of acting purely as an agent - buying and selling shares for clients without taking any ownership position.

Discipline: General Management; International**Issues:** Emerging Markets; Investment Dealers; Tradeoff Analysis; Stock Issues**Industry:** Security and Commodity Brokers, Dealers**Setting:** Ukraine, Small, 2004**Difficulty:** 4 - Undergraduate/MBA**Length:** 11 pages

9B04C001

ENRON - WHAT WENT WRONG?*Bert Spector*

Teaching Note: 8B04C01

Publication Date: 3/4/2004

Enron enjoyed a reputation as one of the best managed and highest performing companies of the "new economy." In addition to the popular press, a number of leading academics joined in the parade of admirers. Author Gary Hamel featured Enron as one of the leading revolutionaries in his popular book on radical innovation. Another article cited the company's "remarkable" ability to embrace uncertainty in a highly dynamic competitive environment. Chief Executive Officer Jeffrey Skilling recognized that in order to support the evolution from asset-heavy energy provider to a knowledge-dependent trading company, they would have to align Enron's human resources management policies and practices with their strategy.

Discipline: Human Resource Management**Issues:** Human Resources Management; Accounting Principles; Ethical Issues; Energy**Industry:** Wholesale Trade - Non-Durable Goods**Setting:** United States, Large, 2001**Difficulty:** 4 - Undergraduate/MBA**Length:** 17 pages

9B04M012

LARSON IN NIGERIA (REVISED)*Paul W. Beamish; Isaiah A. Litvak; Harry Cheung*

Teaching Note: 8B04M12

Publication Date: 2/3/2004

The vice-president of international operations must decide whether to continue to operate or abandon the company's Nigerian joint venture. Although the expatriate general manager of the Nigerian operation has delivered a very pessimistic report, Larson's own hunch was to stay in that country. Maintaining the operation was complicated by problems in staffing, complying with a promise to increase the share of local ownership, a joint venture partner with divergent views, and increasing costs of doing business in Nigeria. If Larson decides to maintain the existing operation, the issues of increasing local equity participation (i.e. coping with indigenization) and staffing problems (especially in terms of the joint venture general manager) have to be addressed.

Discipline: General Management; International**Issues:** Third World; Subsidiaries; Staffing; Government Regulation**Industry:** Electric & Electronic Equipment Supplies**Setting:** Africa, Large, 2003**Difficulty:** 4 - Undergraduate/MBA**Length:** 8 pages

9B03C048

FROM GOOD COP TO BAD COP*David Loree; Ken Mark*

Teaching Note: 8B03C48

Publication Date: 11/28/2003

A senior officer at a large police department is preparing to address a class of newly-graduated police officers. Over the past five months, the nation's media has been covering almost daily stories of alleged corruption concerning police officers in the precinct. The coverage intensified with the apparent suicide of one of the police officers, an officer previously decorated for service and bravery. In preparing his address to the graduates, the senior officer wondered what had gone so terribly wrong in the precinct and more importantly, what could have been done to prevent it.

Discipline: Human Resource Management**Issues:** Human Resources Management; Human Behaviour; Corporate Culture; Personal Values**Industry:** Miscellaneous Services**Setting:** United States, Medium, 2002**Difficulty:** 4 - Undergraduate/MBA**Length:** 12 pages

9B01B013

KOMANDOR SA (A)*David J. Sharp; Karen Bong*

Teaching Note: 8B01B13

Publication Date: 10/18/2001

Komandor SA is a subsidiary of a Polish holding company that manufactures sliding doors and closet organizer systems. The company president and his Canadian counterpart must decide on a transfer pricing policy for consulting services and associated components shipped between the two countries. Polish tax regulations seem unclear and arbitrary and the tax auditor has disallowed the consulting fees. The two presidents must decide whether allocating the consulting fee to product overhead will solve the problem.

Discipline: Accounting; International**Issues:** International Accounting; International Trade; Transfer Pricing; Ethical Issues**Industry:** Furniture and Fixtures**Setting:** Poland, Medium, 1999**Difficulty:** 5 - MBA/Postgraduate**Length:** 10 pages

9B01B014

KOMANDOR SA (B)*David J. Sharp; Karen Bong*

Teaching Note: 8B01B13

Publication Date: 10/18/2001

This is a supplement to Komandor SA (A) (product 9B01B013). The Polish and Canadian division presidents had reviewed their transfer pricing policy for consulting services and components shipped by Canada to Poland. Having allocated the consulting fee to overhead cost, they have to deal with several consequences that have arisen.

Discipline: Accounting; International**Issues:** International Accounting; International Trade; Transfer Pricing; Ethical Issues**Industry:** Furniture and Fixtures**Setting:** Poland, Medium, 2001**Difficulty:** 5 - MBA/Postgraduate**Length:** 7 pages

9B01C029

NES CHINA: BUSINESS ETHICS (A)*Joerg Dietz; Xin Zhang*

Teaching Note: 8B01C29

Publication Date: 10/18/2001

Revised: 8/30/2002

NES is one of Germany's largest industrial manufacturing groups. The company wants to set up a holding company to facilitate its manufacturing activities in China. They have authorized representatives in their Beijing office to draw up the holding company application and to negotiate with the Chinese government for terms of this agreement. In order to maximize their chances of having their application accepted, the NES team in Beijing hires a government affairs co-ordinator who is a native Chinese and whose professional background has familiarized her with Chinese ways of doing business. NES's government affairs co-ordinator finds herself in a difficult position when she proposes that gifts should be given to government officials in order to establish a working relationship that will better NES's chance of having its application approved. This method of doing business is quite common in China. The other members of the NES team are shocked at what would be considered bribery and a criminal offence in their country. The co-ordinator must find a practical way to bridge the gap between working within accepted business practices in China and respecting her employers' code of business ethics. The complementary (B) case (9B01C030) gives a brief summary of the eventual solution to this problem.

Discipline: Human Resource Management; International**Issues:** Cross Cultural Management; Management Behaviour; International Business; Ethical Issues**Industry:** Miscellaneous Manufacturing Industries**Setting:** China, Large, 1998**Difficulty:** 4 - Undergraduate/MBA**Length:** 11 pages

9B01C030

NES CHINA: BUSINESS ETHICS (B)*Joerg Dietz; Xin Zhang*

Teaching Note: 8B01C29

Publication Date: 10/18/2001

Revised: 8/30/2002

This supplement to NES China: Business Ethics (A) (product 9B01C029) provides a brief summary of the eventual solution to this problem.

Discipline: Human Resource Management; International**Issues:** Cross Cultural Management; Management Behaviour; International Business; Ethical Issues**Industry:** Miscellaneous Manufacturing Industries**Setting:** China, Large, 1998**Difficulty:** 4 - Undergraduate/MBA**Length:** 1 pages

9A97G003

SIAM CANADIAN FOODS CO. LTD.*John R. Kennedy; Tony S. Frost; Tom Gleave*

Teaching Note: 8A97G03

Publication Date: 1/29/1997

Revised: 10/17/2002

The managing director and founder of Bangkok-based Siam Canadian Foods Co., Ltd., was considering the emerging business opportunities in neighboring Burma (also known as Myanmar). Although relatively undeveloped compared to the rest of Southeast Asia, Burma had been experiencing increasing levels of foreign investment activity in recent years. Siam, who had considered entering Burma in the past but declined, needed to determine if the time was now appropriate for the company to enter the market.

Discipline: Entrepreneurship; General Management; International**Issues:** Ethical Issues**Industry:** Food and Kindred Products**Setting:** Thailand, Small, 1996**Difficulty:** 4 - Undergraduate/MBA**Length:** 15 pages

9A93D028

CRUICKSHANK, GARTH & ROMANO*John S. Haywood-Farmer; Daniel Sinclair*

Publication Date: 11/1/1993

Revised: 6/24/2002

Richard Romano, a principal of a small real estate appraisal firm, faced an interesting ethical dilemma. A client had just stated that if the firm did not increase its appraised value of the client's commercial property by \$4.5 million (15%), he would take his business elsewhere. Potentially, the client had a large volume of business which the young appraisal firm could certainly use. Richard must consider the firm's economic health in both the short and long terms, his personal values, and the ethical guidelines of the Appraisal Institute of Canada in making this decision.

Discipline: Production and Operations Management**Issues:** Real Estate; Professional Firms; Negotiation; Ethical Issues**Industry:** Business Services**Setting:** Canada, Small**Difficulty:** 4 - Undergraduate/MBA**Length:** 13 pages

9A89C006

VALLEY FARMS INTERNATIONAL (A)*Henry W. Lane; Don G. Simpson*

Teaching Note: 8A89C06

Publication Date: 1/1/1989

Revised: 8/6/1999

Valley Farms International (VFI) describes some of the problems and issues involved in selling and exporting dairy cattle to a middle-east country. The decision that John Roberts of VFI must make is whether or not to employ the services of a "middleman" in that country, a practice which is against the law of that country. This case is the first in a series of cases bearing the same name, cases 9A89C006 through 9A89C011.

Discipline: Human Resource Management; International**Issues:** Intercultural Relations; International Trade; Ethical Issues; Exports**Industry:** Agricultural Production - Livestock**Setting:** Middle East, Medium, 1984**Difficulty:** 4 - Undergraduate/MBA**Length:** 4 pages

9A89C007

VALLEY FARMS INTERNATIONAL (B)*Henry W. Lane; Don G. Simpson*

Teaching Note: 8A89C06

Publication Date: 1/1/1989

Revised: 8/6/1999

The partner describes some of the problems and issues involved in selling and exporting dairy cattle to a middle-east country. He must decide whether or not to employ the services of a "middleman" in that country, a practice which is against the law of that country. The case describes John Roberts' decision on the issue in the Valley Farms International (A) case. This is the second in a series of cases bearing the same name, cases 9A89C006 through 9A89C011.

Discipline: Human Resource Management; International**Issues:** International Trade; Intercultural Relations; Ethical Issues; Exports**Industry:** Agricultural Production - Livestock**Setting:** Middle East, Medium, 1984**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9A89C008

VALLEY FARMS INTERNATIONAL (C)*Henry W. Lane; Don G. Simpson*

Teaching Note: 8A89C06

Publication Date: 1/1/1989

Revised: 8/6/1999

The partner continues to export cattle to a middle-eastern country but must decide whether to give in to the demands of an airline crew. They are demanding a cash payment as "danger pay" in order to take off with the load of cattle, however, this payment is outside the terms of the contract. This case is the third in a series of cases bearing the same name, cases 9A89C006 through 9A89C011.

Discipline: Human Resource Management; International**Issues:** Intercultural Relations; Transportation; Exports; Ethical Issues**Industry:** Agricultural Production - Livestock**Setting:** Middle East, Medium, 1987**Difficulty:** 4 - Undergraduate/MBA**Length:** 5 pages

9A89C009

VALLEY FARMS INTERNATIONAL (D)*Henry W. Lane; Don G. Simpson*

Teaching Note: 8A89C06

Publication Date: 1/1/1989

Revised: 8/6/1999

Valley Farms International continues to export cattle to a middle-eastern country. This case describes some of the issues and problems associated with negotiating the contract, transportation and financing arrangements. The decision facing John Roberts in this case is whether to give in to the demands of an airline crew who are demanding a cash payment as "danger pay" in order to take off with the load of cattle. This payment is outside the terms of the contract. This case describes John Roberts' decision on the issue in Valley Farms International (C), case 9A89C008. This is the fourth in a series of cases bearing the same name, cases 9A89C006 through 9A89C011.

Discipline: Human Resource Management; International**Issues:** Intercultural Relations; International Trade; Exports; Ethical Issues**Industry:** Agricultural Production - Livestock**Setting:** Middle East, Medium, 1987**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9A89C010

VALLEY FARMS INTERNATIONAL (E)*Henry W. Lane; Don G. Simpson*

Teaching Note: 8A89C06

Publication Date: 1/1/1989

Revised: 8/6/1999

The partner continues to face and solve problems regarding the transportation of exported cattle. The cattle inspectors from the middle-eastern country have been called home and the cattle are on a ship at sea. The inspectors left, however, without signing all the necessary documents, however, the partner has their signatures on some blank forms. Should he use these in order to collect on the letter of credit? This is the fifth case in a series of cases bearing the same name, cases 9A89C006 through 9A89C011.

Discipline: Human Resource Management; International**Issues:** Intercultural Relations; Transportation; Ethical Issues; Exports**Industry:** Agricultural Production - Livestock**Setting:** Middle East, Medium, 1988**Difficulty:** 4 - Undergraduate/MBA**Length:** 3 pages

9A89C011

VALLEY FARMS INTERNATIONAL (F)*Henry W. Lane; Don G. Simpson*

Teaching Note: 8A89C06

Publication Date: 1/1/1989

Revised: 8/6/1999

The partner continues to export cattle and to face and solve problems regarding transportation. The cattle inspectors from the middle-eastern country have been called home and the cattle are on a ship at sea. The inspectors left without signing all the necessary documents, however, he has their signatures on some blank forms. Should he use these in order to collect on the letter of credit? The case describes John Roberts' decision on the issue in Valley Farms International (E), case 9A89C010. This is the sixth in a series of cases bearing the same name, cases 9A89C006 through 9A89C011.

Discipline: Human Resource Management; International**Issues:** International Trade; Intercultural Relations; Ethical Issues; Exports**Industry:** Agricultural Production - Livestock**Setting:** Middle East, Medium, 1989**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

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