



C A T A L O G U E



LIST OF CASE STUDIES ON

ECONOMICS - II

(Government and Business Environment, International Trade and World Economy, Public-private Partnership, Technology Management)

Government and Business Environment

Honda in China: Government Regulations and Firm's Strategy

China's automobile industry, with its incredible growth seems to be on the verge of creating catalytic shifts in the global automobile industry, which has been dominated by the European and US carmakers since a century. The strong support of the government has made it become the world's second largest and most dynamic auto market. Its cost advantage and high potential domestic market has attracted automajors to set up their manufacturing unit in the country. However, in a bid to accelerate the technology's pace, the government has forced the foreign automakes to share their technology know-how. As a result, Honda – Japan's first automaker to expand into China – has reshaped its strategies to work towards creating an entirely new 'Made in China' brand that will serve its long-term interests in the Chinese car market, and as well conform to the government's regulations.

The case essentially focuses on the government's influence in the business environment by means of regulations and laws that affect the corporate strategies. Also, Honda's new 'China' brand initiative – its prospects and perils is discussed. The intricacies involved in marketing the China brand globally – low-brand image and poor customer perception – are broadly debated. Above all, the dilemma is outlined – should government interfere in the market or leave it to the dynamic play of the market forces?

Pedagogical Objectives

This case study has been organised to:

- Analyse the Chinese automobile market
- Examine the role of Chinese government in the success of Chinese automobile industry
- Critically understand the imperativeness behind Honda's China brand initiative
- Assess the consequences of government interference in corporate strategies in a dynamic business environment like the Chinese automobile market.

Industry	Automobiles
Reference	GBE0123
Year of Pub.	2009
Teaching Note	Available
Struct.Assign.	Available

Keywords

Honda, China, Automobiles, GM, Collaboration, Success Factors,

Volkswagen, Operations, Fragment, Subsidy

Nokia (B): Business Interests vs German Pressures

Nokia is the largest mobile handset maker in the world with a 40% market share. The mobile handset industry is marked by declining prices and depressed margins making companies look at low-cost production options. Nokia, to be more competitive, is relocating its German plant to Romania where the wages are 10 times lower. This abrupt announcement however stirs a wave of resentment with employees, trade unions, politicians and business leaders who condemned Nokia's move. Nokia is also accused of being insensitive to German culture and greedy for misusing state subsidies. However, Nokia while refusing to alter its decision says that in a repeat scenario, the company would follow exactly the same policy. This case study is the second in a two part series on Nokia. Providing a brief outlook on the mobile handset industry trends and the competitiveness of Germany, it details the furor created after Nokia's plant closure announcement. While debating on whether global companies should follow country-specific approaches or a company-specific approach when handling large scale restructuring moves, it brings out lessons on how to manage complexities in global issues.

Pedagogical Objectives

The case is structured to let the students analyse and understand:

- How to manage complexities in globalised issues
- Whether global firms should adopt local practices or use a company-specific approach across different countries
- How to handle large-scale restructuring moves like plant closure and relocation.

Industry	Telecom
Reference	GBE0122
Year of Pub.	2008
Teaching Note	Available
Struct.Assign.	Available

Keywords

Mobile; National; Competitiveness; Government and Business Environment Case Studies Germany; CAGE; Nokia; Bochum; Plant; Relocation; Complexities; Globalised; Low-wage; Employment; Unions; Labour Laws

Chinese State-owned Enterprises – Redefining the Role of Government in Business

China's economy, since the start of the reform era in 1978, has seen stupendous growth aggregating over 10% growth in GDP for 5 successive years till 2007. Where economies the world over are advocating capitalism, China has embarked on becoming a 'socialist market economy', where the State continues to play an important role in the development of the economy. Chinese State-owned Enterprises (SOEs) are making news with a number of them appearing on the global lists of the world's top companies. Domestically too, despite a thriving private sector, some of the most profitable companies continue to be state-owned. China may have undertaken economic liberalisation but politically the state continues to dominate major areas of activity. The case has been written with a view to understand government's role in business. Giving the facts leading to the growth of China's economy in general and the restructuring and development of its SOEs in particular, this case leads to an argument on – is state control of enterprises and protectionism a hindrance for growth and is state-ownership a dead-hand? Are China's SOEs well-equipped to compete in the cut-throat global environment without the government sops?

Pedagogical Objectives

The case is structured to let the students analyse and understand:

- The factors that determine the competitive advantage of a nation
- China's competitive advantage
- The competitive advantage of China's SOEs
- The government's role in the development of the SOEs
- Whether China's SOEs are competent to contend in the cut-throat global environment.

Industry	Not Applicable
Reference	GBE0121
Year of Pub.	2008
Teaching Note	Available
Struct.Assign.	Available

Keywords

China; State Owned Enterprises; Competitive Advantage; Porter; Country Analysis; Global Competitiveness; Government in Business; Reforms; Global; Government and Business Environment Case Studies Economies; Opportunities

Exit of Foreign Universities: Can Singapore Still be the Education Hub?

In 2006–2007, Singapore had seen three reputed foreign universities exiting their ventures from its place. Singapore, an island state, termed as a 'benevolent dictator' has shown miracles in transforming its underdeveloped economy status in the mid-1970s, to a developed economy within a span of two and a half decades. Its manufacturing strength has been role setting and beyond excellence. The economy that was a predominantly manufacturing-driven diverted its focus towards knowledge-allied sectors by the mid-1990s. However, to its dismay the backbone of knowledge – educational institutions seem to have an inherent drawback. Despite a strong primary and tertiary educational system, Singapore's wand is failing to prove its magic over the foreign higher educational institutions.

Pedagogical Objectives

The case is structured to let the students analyse

- The critical success factors of nations as educational hubs
- A government's role in promoting its nation as an educational hub
- The factors of students' attraction towards educational destinations.

Industry	Education
Reference	GBE0120
Year of Pub.	2008
Teaching Note	Available
Struct.Assign.	Available

Keywords

Singapore; Lee Kuan Yew; Goh Chok Tong; Lee Hsien Loong; Foreign Universities; Economic Development Board; Thinking Schools; Government and Business Environment Case Study; Global School house; International Enterprise; Boston of East

Swedish Economy: Synchronised Stagnation?

How far is government spending a drag on the economic growth? Not as much as Swedish government's costs, in the name of social security net. On one hand, government spending is discouraging investments by burdening corporates and commoners with high taxes. On the other hand, it is dragging down the buoyancy resulting from productivity growth in private sector. The consequence is reflected in increasing unemployment. Added to the high public spending are the labour market rigidities in Sweden that help keep the

employment rate down. Future too is painted gloomy, as the aged population swells – to escalate social net; jobs too are to be shortly migrated – aggravating structural unemployment. This case study helps discuss how the government's social expenditure, with labour market rigidities, would lead to further economic problems and also in analysing the economic effects of productivity-led growth.

Pedagogical Objectives

- To understand the mechanics of 'crowding out effect'
- To understand the relationship between corporate taxes, personal taxes and private investments
- To analyse the effects of labour market rigidities
- To understand the relationship between productivity-led growth (in developed economy) and employment rate.

Industry	Not Applicable
Reference	GBE0119
Year of Pub.	2007
Teaching Note	Available
Struct.Assign.	Available

Keywords

Swedish Economy; Stagnation; Private Productivity; Public Spending; GDP Per Capita; GDP Growth Rate; Human Development Index; Employment Rate; Government and Business Environment Case Study; Public and Private Investment; Sweden's population structure; Welfare Costs

Sri Lanka Tourism: Trials and Tribulations

Over the years, Sri Lanka has been a tourists' delight. With its gifted natural beauty, the country had immense potential for sustainable tourism. Before 1960s, the Sri Lankan tourism sector's status was graded low by its government. But with surge in number of tourists and the Sri Lankan tourism sector becoming the fourth largest foreign exchange earner and employment generator, the 'island country' took up several initiatives to promote tourism in a big way. However, the progress of tourist activities retarded due to continuous ethnic strife and natural disasters like tsunami. To restore fading image of tourism, the Sri Lankan government initiated revival strategies by collaborating with international agencies like United Nations World Tourism Organisation (UNWTO), United Nations Development Programme (UNDP) and United States Agency for International Development (USAID). With its revival strategies in place, it is to be seen if the Sri

Lanka Tourism Board would be able to capitalise on the surging global tourism trends to attain one and half billion international tourist arrivals by 2020.

Pedagogical Objectives

- To understand the dynamics of global tourism industry
- To examine the development of Sri Lankan tourism and its contribution to the country's economy
- To discuss brand positioning and image building strategies adopted by Sri Lanka Tourist Board
- To analyse the branding initiatives of Sri Lanka Tourist Board
- To understand the importance of risk management in tourism industry
- The revival strategies adopted by Sri Lanka Tourist Board.

Industry	Tourism
Reference	GBE0118A
Year of Pub.	2007
Teaching Note	Available
Struct.Assign.	Available

Keywords

Sri Lanka Tourism Industry; Sri Lanka Tourist Board; Branding Initiative; Revival Strategies; Impact of Natural Calamities on Tourism Industry; Destination Marketing; Government and Business Environment Case Study; Child Sex Tourism; Eco Tourism; Risk Management; Challenges in Positioning and Branding

Volatile Oil Prices – Speculations or Economies?

The oil market has always played a significant role in shaping the global economic and political developments. Oil has predominantly occupied the major market share in energy consumption and was expected to maintain its 40% market share till 2020. Thus, time and again, the rise in oil prices have been creating ripples in the world's socio - economic milieu since 1948. In the time frame between 1948 till date, oil prices have experienced an umpteen number of rises and falls. Could this be attributed to the disequilibrium in demand and supply, or to the increased speculation in the oil market? Analysts said that the high prices were a result of the paper prices i.e. in the commodity market. Market watchers had pointed out the increase in trading of oil futures contracts by the hedge funds. Some analysts pointed out that the steady increase in money supply in the world's leading economies led oil prices to rise. Moreover, they stressed that actually the inflation adjusted prices had fallen below the 1979 level.

Pedagogical Objectives

- To discuss the historical perspectives of the world oil market
- To analyse the oil demand and supply factors
- To analyse the factors behind the fluctuations in the world oil prices
- To debate the future trends in the global oil market.

Industry	Oil
Reference	GBE0117K
Year of Pub.	2006
Teaching Note	Not Available
Struct.Assign.	Not Available

Keywords

Crude oil; World oil market; World oil demand; World oil supply; Money supply; Speculation; Nymex; Iraq war; Yom Kippur war; Ethanol; OPEC (Organisation of the Petroleum Exporting Countries); Long and short position; Derivatives market; Futures and spot market; World oil reserves

Central and Eastern Europe: A Missed Opportunity for Outsourcing?

Since 1990s, a number of countries and regions had emerged and profiled themselves worldwide as popular destinations for outsourcing. Central and Eastern Europe (CEE), China, India, central and South America were the notable ones. Among these major offshore regions, there existed differences in terms of cost competitiveness, growth potential, productivity and business environment. China was a major manufacturing base. For most of the global companies, China was an important market, a low cost sourcing and manufacturing base and a source of talent. However, it was noticed that for the companies serving Western Europe, CEE had competitive edge over China in terms of overall costs, transportation, market opportunity, talent pool and a favorable business environment. Analysts opined that, contrary to the popular belief, CEE as a whole had become the home of outsourcing operation for a large number of European and US companies with increasing forays of companies from Asia. This case will explore the comparative investment opportunities of CEE vis-à-vis China. It also highlights how China and CEE countries positioned themselves to the companies of US and Western Europe as a preferred outsourcing destination.

Pedagogical Objectives

- To discuss the competitive advantages of the Central and Eastern Europe over other outsourcing destinations

- To understand the evolution of the Central and Eastern European countries as an outsourcing destination
- To understand the rise of India and China as outsourcing destination
- To debate whether the Central and Eastern European countries would outweigh the other outsourcing giants such as India and China.

Industry	Outsourcing
Reference	GBE0116K
Year of Pub.	2006
Teaching Note	Not Available
Struct.Assign.	Not Available

Keywords

Central and Eastern Europe; Outsourcing; Offshoring; European Union; Velvet Revolution; Berlin Wall; Rise of India and China; Oracle Corporation; Nokia; Biatel; Czech Republic; Hungary; Poland; Carpathian Mountains; Regional language vendors

Debt Relief: The African Paradox

Sub-Saharan Africa (SSA) is by far the most indebted and aid-dependent region in the world, with total external debt stock of around 52.5% of its gross domestic product (GDP) in 2004. African countries together received around \$540 billion of debt between 1970 and 2002, revealed a United Nations Conference on Trade and Development (UNCTAD) report. Though they repaid close to \$550 billion in principal and interest, the debt stock outstanding at the end of 2002 was \$295 billion (at 2005-end, it was over \$300 billion). Economists traced these cascading debts to a number of causes. Some attribute the crisis to loans that had been given by creditors without much consideration on how countries could pay them back, while others blame it on rich countries that extended loans under conditions that served their own interests. Moreover, loans were often given to inefficient governments or military regimes that were no longer in existence. Rising interest rates and flawed economic policies had served to multiply these debts manifold. The situation in the region posed a dilemma for the world. On one hand, it was clear that these countries were not in a position to repay their debts without starving entire generations. The incidence of AIDS had increased the medical expenditure in the region to alarming proportions and thousands of children died of malnutrition and related diseases each year. Many of the countries in the region were spending more on servicing debt annually than on health care and education combined. In such a situation, cancellation of 100% of debt for these countries seemed the only feasible option. On the other hand, many

of the African least developed countries had squandered and misused the loans extended to them in non-productive expenditure, instead of investing them in growth generating and developmental initiatives. They had opted for further loans to pay off the old ones, creating a spiral. This raised questions about accountability of both debtors and creditors. Many economists felt that the inherent social structure of these countries promoted economic inequality and the benefits of loan cancellation would not trickle down to the lowest strata of society. This case investigates the causes and dimensions of this debt crisis and explores whether, in the absence of radical changes in the political and social structure in the region, debt cancellation would be a tangible long-term solution to the problem.

Pedagogical Objectives

- To understand the economic history of Africa
- To analyse the causes and dimensions of African debt crisis
- To analyse whether hundred percent debt relief will benefit Africa
- To discuss the importance of political and social structure in utilising debt relief effectively.

Industry	Not Applicable
Reference	GBE0115K
Year of Pub.	2006
Teaching Note	Not Available
Struct.Assign.	Not Available

Keywords

Government and Business Environment Case Study; Debt cancellation; Africa; Heavily indebted poor country (HIPC); Least developed countries (LDC); Sub-Saharan; Economics; Poverty; Development; Growth; Debt trap; Human Development Index; AIDS; Education; Arms conflict in Africa; G8 summit

Russian Pharmaceutical Market: The Export Destination

The Russian pharmaceutical market was not only one of the fastest growing sectors in the Russian economy but also one of the most lucrative and diverse pharma markets in the world. The domestic drug companies could not meet the huge demand for the drugs due to their incompetence in manufacturing high-end specialized drugs. Further, the Russian consumers also had an affinity for foreign drugs. More than half of the drugs were therefore imported from various countries. Aventis, the French giant, exported the largest volume of drugs to Russia in 2004. India also exported a significant volume of drugs to Russia, with

Doctor Reddy's Laboratory topping the list among the Indian companies in 2004. This case provides an overview of the Russian pharma market, its dynamics and the various strategies adopted by the foreign drug makers.

Pedagogical Objectives

- To understand the Russian Pharmaceutical industry
- To discuss Russia as a potential export destination
- To analyse the operational hindrances in Russia
- To debate on the strategies adopted by the foreign drug makers.

Industry	Pharmaceutical
Reference	GBE0114K
Year of Pub.	2005
Teaching Note	Not Available
Struct.Assign.	Not Available

Keywords

Government and Business Environment Case Study; Russia; Pharmaceutical market; Export; Aventis; Pfizer; Novo Nordisk; Growth; Subsidiaries; Import; 1998 crisis; Over the counter; Generics; Patented drugs; Shifting loyalties; Doctor Reddy's Laboratory

The Politics of Energy

Russia based Gazprom, globally the largest gas producing company planned to enter into the market of US and China, the two largest energy markets globally. It also plan to strengthen its presence in European market. For a long time the company was the sole gas supplier of Russia, CIS countries and east European countries. But the company's plan to make an entry in the west European countries raised controversies. US government perceived the move of Gazprom as an initiative of Kremlin to control over US allies through the company. Along with this companies like British Petroleum planned to increase their reach in the targeted markets. Apart from Russia, other energy rich countries of the region, like Belarus, Estonia, Latvia and Lithuania also planned to export gases in Europe and thereby reducing dependence over Russia and Gazprom. These countries tried to build up a separate pipeline to carry gas to European countries, bypassing Russia. Gazprom also started to develop new pipeline network to reach its targeted market. This case deals how gas plays a major role in geo political game, Gazprom's strategy to expand, how the expansion strategy of Gazprom was perceived and pitfalls in Gazprom's strategy to expand.

Pedagogical Objectives

- To understand the business dynamics of natural gas market
- To discuss the business model of Gazprom
- To analyse the geo political environment related to Gazprom's move.

Industry	Energy
Reference	GBE0113K
Year of Pub.	2006
Teaching Note	Not Available
Struct.Assign.	Not Available

Keywords

Government and Business Environment Case Study; Gazprom; ENI (Ente Nazionale Idrocarburi); BASF Chemical Corporation; Commonwealth of Independent States (CIS); Orange revolution; British Petroleum (BP); Baltic pipeline; Baku; Sakhalin gas field; European Union (EU); North European gas pipeline; Perestroika; Glasnost; Blue stream pipeline; East bloc countries

Dubai: Shifting From Oil to Tourism, Transport & Trade

In the early 1990s, it was discovered that the known oil reserves of Dubai, one of the seven emirates that comprised UAE, would exhaust by 2016. This led the government of the city state to look for new growth opportunities. Accordingly, the government of Dubai decided to reduce its dependence on oil as a major contributor to the GDP and focus on other areas of the economy. The case starts with a brief history of the emirate and then goes on to its growing prosperity due to the discovery of oil. The subsequent section attempts to highlight how the government of Dubai transformed the emirate from a fishing settlement to a hub of tourism, trade and transport. The concluding section raises a question regarding the state's ability to ensure political and civil stability which Dubai was exposed to.

Pedagogical Objectives

- To understand the transformation of Dubai into a modern industrial city and a leading investment destination
- To discuss how Dubai reduced its dependence on oil and focused on other areas
- To assess Dubai's efforts to shape up sectors like tourism, trade and transport
- To analyse how Dubai gradually built up its attractive infrastructure.

Industry	Tourism & Transport
Reference	GBE0112K
Year of Pub.	2006

Teaching Note	Not Available
Struct.Assign.	Not Available

Keywords

Government and Business Environment Case Study; Dubai; Dubai International Airport; Dubai shopping festival; Emirates; Abu Dhabi; Dugas; Burj Al Arab; Dubai Duty Free; Jebel Ali Port; DP World; Desert miracle; The Palms; United Arab Emirates (UAE); Dubai World Trade Centre; Port Rashid

Ireland: Destination for FDI

In the late 1990s, Ireland emerged as one of the most favored manufacturing destinations for knowledge-based companies from Europe and US. Software and hardware companies like Microsoft, Intel, IBM, and Apple as well as pharmaceutical giants such as Pfizer, Bristol-Myers Squibb and GlaxoSmithKline, had multiple manufacturing facilities in Ireland. Also, Financial Services and Medical Technology companies had set up operations there. By 2003, many knowledge-based foreign companies, allured by the Irish government's initiatives and its favorable business environment, invested billions to establish multiple operations in Ireland. The rivalry between the companies resulted in intense competition for hiring and retaining, otherwise scares, quality employees. Also, due to the slump in the country's economy, rising inflation and insufficient infrastructure, Ireland was beginning to lose its competitive advantage in attracting FDI. At the same time, many countries in Asia (mainly China and India) and Eastern Europe started emerging as potential, low-cost manufacturing destinations, which were expected to absorb all future investments by the MNCs. So, Ireland has to shift gear toward higher, value-added production.

Pedagogical Objectives

- To understand Ireland's competitive advantages as outsourcing destination
- To analyse business and economic environment of Ireland in general and labor as well as capital market in particular
- To analyse the possibilities of Ireland in making Clusters of knowledge based companies
- To discuss the future of Ireland as FDI destination compared to China, India and CEE countries.

Industry	Country Perspectives
Reference	GBE0111k
Year of Pub.	2006
Teaching Note	Not Available
Struct.Assign.	Not Available

Keywords

Government and Business Environment Case Study; Ireland; FDI (foreign direct investment); Knowledge economy; Single market; European Union (EU); Information and communications technology; National development plan; Intellectual property rights; World economic forum; Growth competitiveness index; Business competitiveness index; OECD (Organisation for Economic Co-operation and Development)

Brazil's Success with Bio-fuels: The Road to Economic Independence

In 2006, Brazil's energy company Petrobras signed an agreement to carry out a feasibility study for a new \$225 million pipeline to carry ethanol from the center-west state of Goia to the coastal state of Sao Paulo. The pipeline would have a capacity to transport about 1 billion gallons of the ethanol fuel annually to the Petrobras' refinery at Sao Paulo where it would be mixed with gasoline. It would also create new opportunities for ethanol export through the state's ports. Efforts like these made Brazil produce a record 819 million gallons of ethanol for export from 2006-2007 harvest, making it the world's leader in renewable energy resources, with roughly 60 % of its sugar production invested in ethanol conversion, exceeding 4.2 billion gallons during the season.

Brazil was the biggest economy in South America with an annual GDP growth of 2.9%. Brazil's extensive bio-fuel program made its 19 million drivers, fill ethanol in their cars in the country's 34,000 gas stations, relieving the country from the burden of importing fossil fuels. More than half of Brazil's flex-fuel automobiles ran on gasoline, ethanol or a mixture of both. By 2010, Brazil hoped to double its production from the 2006 level. The National Alcohol Program (ProAlcool) was launched in 1975 and since then, Brazil had produced over 90 billion liters of ethanol from sugarcane. The installed capacity in 1988 was over 16 billion liters annually, distributed over 661 projects. In 1989, over 12 billion liters of ethanol replaced about 200,000 barrels of imported oil a day. From 1976 to 1987 the total investment in ProAlcool reached US \$6,970,000 million and the total saving equivalent to imported gasoline was US \$12,480,000 million. An analysis of Brazil's economic indicators showed an improving trend. Stronger exports and diminishing imports in lieu of decreasing fossil fuel import was evident from the fact that Brazil had trade balance of US\$ 0.7 billion in 2000 which rose to US\$ 77.7 billion in 2006. External debt and unemployment rates were decreasing, but

forex reserves in hand were steadily increasing. With its potential contribution to a sustainable and renewable energy supply, biofuel's socio-economic impact on the rural population was immense. In the years to come, Brazil would be leading the biofuel aspirants and continue to develop technologies benefiting millions of people. In the process, it would help free the world from Green House Gas emissions and make it a safer place to live. Brazil would be hailed as the beacon of light, showing the way for the rest of the world to follow.

Pedagogical Objectives

The case anticipates familiarizing the students on:

- The diminishing production of fossil fuels
- Growing importance for bio fuels such as Biodiesel and Bioethanol
- Brazil's growth to dominance in biofuel production
- Methodology of Bioethanol production
- Brazil Government's support and measures to use of bio fuels
- Biofuel's socio-economic impact on developing countries.

Industry	Bio-fuels
Reference No.	GBE0110C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Bio fuels; Brazil's success in Biofuels; Bio ethanol Bio diesel; Flex fuel vehicles; Sao Paulo Ethanol factory; Petrobras; Proalcohol Reduction in GHG emissions from biofuel; Bioethanol from sugarcane and corn; Economic impact of biofuels on economy; H-Bio diesel E-85, E-100, E-20, Fuel blending; Fermentation process for ethanol.

The Mittal Arcelor Bid

On January 27th, 2006, Lakshmi Nivas Mittal (Mittal), the founder and Chairman of Mittal Steel, the world's largest steel company launched an • 18.6 billion (\$22.7 billion) hostile bid for Arcelor, the second-largest steel company in the world. Mittal, the man behind the company specialized in acquiring sick steel units and turning them around. According to Mittal, the bid was only an extension of his growth strategy. However, Mittal's bid for Arcelor created political turmoil and opposition. Arcelor was one of the few pan-European companies and considered by the European Governments as a 'corporate jewel of Europe'. While Mittal substantiated the bid saying that the combined entity would largely benefit the steel industry, Arcelor Chief, Guy Dolle rejected the bid pointing to the incompatibility of the two entities and the

lack of an industrial basis to the takeover plan. According to Mittal, the takeover would create an entity which would have a better bargaining power with suppliers and also entail synergies in marketing and manufacturing efficiencies. He also argued that the tie-up would help the steel industry overcome problems of overcapacity, innate to the industry. The European Governments expressed concern about job losses and corporate governance issues.

In an effort to defend Arcelor, a number of steps were taken. The Luxembourg Government, which was the single largest shareholder, passed amendments in its takeover laws. Although it denied it was aimed against Mittal, the move was obvious. Arcelor announced an increased dividend to its shareholders. Despite fierce opposition to the bid, Mittal made a formal notification to the Commission, the European Union's highest antitrust authority for scrutiny of the offer. In this context, it was to be seen if Mittal would succeed in the bid and if such intense opposition to the bid was justified.

The case allows for discussion on: Issues involved in cross-border takeovers; Economic and political factors that come into play in a takeover; Synergies that emerge through takeovers and Defensive strategies adopted by the target company. This case would help management students covering courses on Business Environment, Economics and related subjects.

Pedagogical Objective

- To discuss: Issues involved in cross-border takeovers; Economic and political factors that come into play in a takeover; Synergies that emerge through takeovers and Defensive strategies adopted by the target company.

Industry	Steel Industry
Reference No.	GBE0109C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mittal Steel; Arcelor; Mittal; Bid; Takeover; Steel Industry; Takeover Defenses; Europe Steel Industry; Consolidations; Political Environment; Lobbying; Corporate Governance; Deals; Acquisitions; Business Environment.

Unocal Bid and the Fallout

In August 2005, the Chinese oil company China National Offshore Oil Corporation Limited (CNOOC Ltd) withdrew its \$18.5 billion takeover offer for Unocal, a California-based energy company. It acknowledged that its bid had created broad political and public antagonisms in the United States and had little chance of being

completed. CNOOC Ltd.'s withdrawal from the bid ended a hotly contested takeover battle between CNOOC Ltd. and Chevron, the huge American energy company. Both companies were vying to acquire Unocal's oil and natural gas assets, much of it which was in Asia. The Unocal shareholders on 10th August 2005 voted in favor of Chevron, in spite of a higher bid by CNOOC Ltd. The case details the political climate that prevailed during the bid. It provides scope for discussion on how the political environment could impact the fate of a business deal and also the future of Sino-American relations on account of the failed bid.

Pedagogical Objectives

- To discuss how political climate affects a bid
- To discuss world oil scenario and the future of Sino-American trade relations.

Industry	Oil & Natural gas company
Reference No.	GBE0108C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Unocal; CNOOC; Oil & Natural Gas company; Chevron; political climate; Sino-American trade relations; shareholder value; takeover; bid; world energy scenario.

The French 'Non': Will the EU Breakdown?

The European Union (EU) was formed to bring the nations of Europe closer in terms of trade, finance, economics and commerce. A common Constitution for all member states was framed which was to be ratified by them to come into force. By March, 2006 12 countries had completed the ratification process. Only France and Holland had rejected the constitution by national referendum.

The case discusses the effect of the French negative vote on the EU charter, steps taken to counter it, the issues facing the European community, and the dilemma on how to remain a strong cohesive unit despite pulls and pressures from different directions, by ensuring that individual government partners were able to solve their problems with the constitution, within the framework of a 'United States of Europe'.

Pedagogical Objective

- To discuss the problems faced by the European Union to function as a separate entity incorporating different countries with similar goals and a common currency.

Industry	Political
Reference No.	GBE0107C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

European Union; Economic Community; Referendum; Charter; Leadership; Euro; Currency ; Turkey; Strategy; Trade; Barriers ; Integration; immigration; Netherlands; Member Countries.

Kyoto Protocol and Auto-emissions (A) – A Prelude

This is the first of a two-case series that deals with divergent emission control regulations faced by auto-makers in different countries prior to ratification of Kyoto Protocol. The fuel economy standards enforced by the policy makers varied from the 'command and control' systems (only for domestic products) of the US to the voluntary agreements and consensus approach in Europe, Canada and Japan. The case talks about different corporate responses from the automobile industry in the light of growing uncertainties in global harmonization of regulations, costs involved and the potential market for low emission vehicles. In the US, frequent conflicts are surfacing between the state government and federal government regarding fuel economy standards while in Europe uniform standards exist. The case explores the contrasting scenario prevailing between the market-pull strategies of the US auto-makers and the technology-push approach of European auto-makers. A broad-based consensus approach adopted by the political machinery in Japan has helped auto-companies to have the first mover advantage in tapping the market potential for fuel efficient hybrid vehicles which are eco-friendly. The Japanese auto-makers seem to be better positioned as far as compliance cost is concerned. The potential use of a market based Kyoto mechanism like emissions trading is expected to help auto companies to reduce their compliance costs

Pedagogical Objectives

- To discuss about different corporate responses from the automobile industry in the light of growing uncertainties in global harmonization of regulations, costs involved and the potential market for low emission vehicles
- To discuss the contrast between US and European auto makers.

Industry	Automobile
Reference No.	GBE0106B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Kyoto Protocol; Automobile Emissions; Corporate Strategy; Regulatory system; Corporate Average Fuel Economy; Global; Climate Location; Partnership for a New Generation of Vehicles; Company Average Fuel Consumption; Voluntary Standards; Mandatory standards; Fuel Economy; Compliance costs; Command and control systems; United Nations Framework; Convention on Climate Change; Emissions Trading.

Kyoto Protocol and Auto-emissions (B) – Industry Response

This is the second of a two-case series on responsiveness of the automobile industry to check auto emissions under the Kyoto regime. With global harmonization of emission control strategies, the auto industry in countries like Canada and member countries of European Union is witnessing voluntary commitments by the automakers to cut down emissions. Despite withdrawing from Kyoto negotiations, the US has put in place stricter fuel economy standards. The automobile industry is expecting to minimize the risk of cost intensive technological improvements by actively participating in Kyoto mechanisms like emissions trading, clean development mechanism (CDM) and joint implementation (JI). The case talks about the initiatives by the Ford Motor Company which is the only auto-manufacturer participating in the U.K. emissions trading program and the Chicago Climate Exchange. Toyota Motor Corporation is actively involved in CDM and JI. These initiatives are opening new opportunities for other auto-makers to join the fray. The market uncertainty of the auto-industry regarding consumer acceptance of eco-friendly vehicles also seems to be getting resolved with growing global demand for hybrid vehicles. Automobile companies like Toyota and Honda have made significant progress in exploiting alternate fuels like hydrogen. But automakers are still skeptical about the cost-effectiveness of new alternatives. It is expected that market-based Kyoto mechanisms will sustain the tempo of emission control initiatives and help to achieve overall reduction in auto emissions.

Pedagogical Objective

- To discuss about the initiatives taken by Ford

Industry	Automobile Industry
Reference No.	GBE0105B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Kyoto Protocol; Automobile emissions; Emissions trading; Clean Development Mechanism; Joint Implementation; Emission; standards; Toyota Motor Corporation; Company Average Fuel; Consumption; Voluntary Agreements; Mandatory standards; Fuel economy; Compliance costs; Chicago Climate Exchange; The Ford Motor Company; Technological Advancements.

Arcelor: The Gem of Luxembourg

The Luxembourg based Arbed (later it became Arcelor) was the number one steel company in Europe and the third largest in the world. Until 1974, the steel industry was the major contributor to the GDP of Luxembourg and also the major employer. In 2002, Arbed merged with Usinor (Spain) and Aceralia (France) to form Arcelor. By 2005, Arcelor became world's number one steel company with a global turnover of •32.6 billion. The Luxembourg government was a major shareholder with 5.6% share in Arcelor.

In January 2006, Mittal Steels, world's number two steel company, offered to buy Arcelor for •18.6 billion. Together Arcelor and Mittal were expected to account for 10% of global steel production and a market capitalization close to \$40 billion. Mittal gave an assurance the he would protect European jobs and maintain the new headquarters of the combined Mittal-Arcelor in Luxembourg itself. But Mittal was criticized by Belgium, France and Luxembourg government. India and the EU criticized politicians of these countries for interfering as it was against the spirit of free competition and globalization. The Luxembourg government was in a dilemma, should it approve the takeover?

The case highlights the importance of a company for the growth and development of a country. The case also explains the effect of a cross border merger on the foreign relations of different countries. The case highlights how the Government, being a shareholder in a company, can affect the company decisions.

Pedagogical Objectives

- To study the importance of Steel industry in the growth and development of Luxembourg
- To study the political impact on the prospects of the Arcelor
- To study the effect of Arcelor merger on the prospects of the Luxembourg steel industry

- To discuss the role of government and extend of intervention in business and industry.

Industry	Iron and Steel
Reference No.	GBE0104A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Arcelor; Luxembourg; Mittal Steel; Arbed; Restructuring; Iron and Steel industry; Hostile bid; Aceralia; Usinor.

National Pride vs Business Logic: Alitalia's Strategy within a Strategy

Alitalia was established in 1946 and was a monopoly in the Italian Airline industry till the mid-1990s. However, with factors like the airline deregulation, arrival of low-cost airlines, Iraq war, terrorist attacks at New York in 2001 and the SARS epidemic in Asia, it went into trouble and posted a loss of \$1,107.6 million in 2004. Along with the Italian government, it drafted a four-year restructuring plan (2005-2008) to return profit. The plan included layoffs, the splitting of the company into two units, financial aid from the government and the acquisition of a bankrupt Italian low-cost airline, Volare. Alitalia expects that the acquisition would enable it to foray into the low-cost segment, and enable it to earn quick profits. However, sceptics feel that the initiative is just a protectionist measure as there is no rationale behind a financially-troubled company acquiring another bankrupt company with the help of state aid, which is against EU Competition Commission rules.

Pedagogical Objectives

- To highlight the downturn of Alitalia since the mid-1990s and its restructuring strategies to turn itself around
- To understand how state protectionism can affect the business prospects of a national carrier
- To discuss whether the acquisition of Volare by Alitalia is just a political manoeuvre by the state or there lies a business logic which can help Alitalia to turn profitable.

Industry	Airlines
Reference No.	GBE0103
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

AirOne; Ryanair; easyJet; British European Airways (British Airways); Volare Airlines; Italy's airline industry; Italy's low cost carriers; Economic protectionism; Alitalia's restructuring initiatives; Code-sharing partnerships; Alitalia's financial problems; European Low Fares Airline Association; SkyTeam alliance; Alitalia's aggressive pricing.

Telecom Industry in Russia: Besieged with "Oligarchic" Battles

The Russian telecom industry, one of the fastest growing and profitable sectors, had faced negligence under the Soviet Government, resulting in under-investment. Having recognised the importance of developing telecommunications for a modern economy, the post-Soviet Government made reforms that helped the industry to grow. However, there are certain impediments such as limited foreign investment, and excessive rules and regulations that hinders the industry's development. One of several controlling factors is the dispute between the oligarch, Mikhail Fridman and the Communication Minister, Leonid Reiman over a 25% stake in the country's third largest telecom company, MegaFon. The legal battle that started in 2003 between the two, has witnessed charges and counter charges, accusing each other for resorting to murky tactics. It has cast shadow on the future of the industry drawing parallel with the Russian oil industry and the fate of Mikhail Khodorkovsky, the Russian oil oligarch.

Pedagogical Objectives

- To analyze the environmental factors in Russian telecom industry
- To discuss the reasons for Russian telecom industry not being able to attract enough FDI and also assess the accompanying political risk in operating in the Russian telecom industry
- To discuss how the dispute between Leonid Reiman and Mikhail Fridman will affect the telecommunication companies and the future of the telecom industry in Russia
- To analyze whether this controlling battle would result in Alfa Group (Mikhail Fridman) meeting Yukos' fate
- To debate ways and means to make Russian telecom industry on par with the global telecom industry standards.

Industry	Telecom
Reference No.	GBE0102
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Russian telecommunication; Oligarchs; MegaFon; Alfa Group; Telecom policy; Political risk; Business risk; Risk management; Business and politics; Yokos.

Google.com to Google.cn: Google's Business Dilemma in China

With China emerging as the largest Internet market of over 100 million users surpassing the US, top US Internet companies like Yahoo! and Google forayed into the Chinese market. However, stringent regulations on the use of the Internet forced many companies to censor the information that were in conflict with the policies of the Chinese government. Google also compromised on its motto "Don't be evil" and agreed to censor search results linked to a few politically sensitive terms like 'democracy' and 'freedom'. The US government and many human rights activists condemned Google for suppressing the basic freedom of expression and speech.

Pedagogical Objectives

- To highlight the censorship on media and Internet companies in China and the effect on the general populace as a result of restrictions on the free flow of information
- To discuss the resultant repercussions in the event of the Internet companies compromising on their business ethics for commercial gains, thus jeopardising the dissemination of information to all
- To debate on the role of government in the way businesses are run.

Industry	Internet Search & Navigation Services
Reference No.	GBE0101
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

China; US Internet companies; Google; Internet censorship in China; Media in China; Internet freedom; Freedom of speech; Yahoo!; Regulations of Internet; Congressional Human Rights Caucus; Human rights and the Internet; Microsoft.

Cyberabad Police's ISO 9001:2000 Certification Programme: A Model of Success?

More than half a century after Independence, the Police Act of 1861 - an instrument of British colonial rule - still regulates the operation of the Indian Police force. Police in India has been criticised for being arbitrary, corrupt and brutal. Its highhanded way of dealing with crime as well as citizens has given it an image of an oppressive force. With India emerging as a global investment hub, there was a need to make policing standards in India comparable to anywhere else in the world. Attempts were made by some government and non-governmental organizations to expedite the process of police reforms in India. In this direction, one of the most spirited initiatives to bring reforms in the police force has been undertaken by the Cyberabad Police Commissionerate in the state of Andhra Pradesh. To sustain the process of change, the Cyberabad Commissionerate adopted ISO certification. Jeedimetla Police Station became the first police station in India to achieve the distinction of being an ISO 9001:2000 certified police station.

Pedagogical Objectives

- To understand the Cyberabad Police Commissionerate's ISO 9001:2000 Certification Programme
- To discuss whether the Cyberabad's initiative is a model of success?

Industry	Not Applicable
Reference No.	GBE0100
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

ISO 9001:2000 certification; Cyberabad Police; Culture change management; Quality management system (QMS); Public-private partnership; 5S (sort, set in order, shine, standardise and sustain; Kaizen; Leadership; Mission; Vision; Empowerment; Work culture; Reforms in public sector; Citizen-friendly initiatives of police; Leadership in public service.

China's Banks and the Overheating Economy

China embarked on its 'open door policy' in 1978 under the leadership of Deng Xiaoping. The purpose was to bring about a transition in its centrally planned economy towards a market economy. The banks were supposed to play a major role in carrying out the reformist agenda of the

country. Since then the country has achieved a phenomenal GDP (gross domestic product) growth rate making it the fastest growing economy of the world.

Pedagogical Objectives

- To understand the role played by the banking sector of China in building its economy
- To understand the process by which the banks injected liquidity in the economy in the form of easy loans, which eventually led to the overheating of the Chinese economy
- To discuss the possible measures that the government can take to tackle the problem.

Industry	Not Applicable
Reference No.	GBE0099
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China's overheating economy; Chinese banks; People's Bank of China; State-owned enterprises; Gross domestic product (GDP); Private domestic savings; Liquidity and easy credit; Non-performing loans (NPLs); Guanxi; Inflation rate and interest rates; Monetary policy; Agricultural Bank of China; People's Construction Bank of China; Industrial and Commercial Bank of China; Bank of China.

Managing Olympics 2004:The Run-up to the Games

In August 2004, Athens was due to host the Olympics. But even in July 2004 when the International Olympic Committee (IOC) Review Commission went for the final appraisal, there were still doubts as to whether Greece would be ready on time to host the Olympics. The stadiums were incomplete, transportation and accommodation problems hovered around, and security concerns had not been addressed to the full satisfaction of the organising committee. Questions were being raised as to whether the IOC should ever allot the games to smaller countries.

Pedagogical Objective

- To discuss the following areas: (1) the project management in large scale sports event like the Olympics; (2) the planning that goes into the games and the flaws that accompany it and also the organisational issues involved; (3) the infrastructure needed, the transportation required and the scale of accommodation that is to be provided while hosting such mega events; (4) the role of the government and politics and their

impact on such events; (5) the economics of hosting such events and particularly the implications for smaller nations like Greece; and (6) how IOC could avoid such occurrences in the future.

Industry	Professional Sports Teams & Organisations
Reference No.	GBE0098
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

The economics of the Olympics; Infrastructure requirements to host the Olympics; Bidding for the Olympics; Problems of hosting the Olympics; Transportation problems in Athens; Accommodation problems in Athens; Environmental concerns over the Olympics; Security concerns over the Athens Olympics; Budget for the Olympic games; 2008 IOC (International Olympic Committee) technical evaluation criteria.

Mohamed Rachid: Egypt's Minister of Modernization

In its quest to transform the economy from a controlled economy to a liberal economy, the Egyptian government appointed Mohamed Rachid, a senior executive at Unilever, as its Minister of Foreign Trade and Industry. After assuming the office in 2004, Mohamed Rachid has taken bold steps to rejuvenate the neglected industries, which have the potential to become major industries of Egypt. The modus operandi that Mohamed Rachid adopted was to forge trade relations with countries including Israel, a diehard foe of Egypt, which was expected to trigger political unrest in the state. On the contrary it has received support from all quarters. Mohamed Rachid, has also revived trade ties with the US, which have shown instant results. While sceptics say that the reforms are affecting the Egyptian economy negatively, Mohamed Rachid is undeterred.

Pedagogical Objective

- To discuss the validity of Mohamed Rachid's reform policies and the drawbacks of the Egyptian economy.

Industry	Not Applicable
Reference No.	GBE0097
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Egypt under the British rule; Egyptian economy; Modernisation of Egyptian

economy; Egypt's furniture industry; Automobile industry in Egypt; Qualifying industrial zones; Egypt's textile exports; Economic reforms in Egypt; Investments in Egypt; A brief history of Egypt.

Airbus vs Boeing: The Subsidy Wars

The competition between Airbus and Boeing has taken a new course in 2005, when both have taken centre stage at the World Trade Organisation (WTO) over the subsidies. The European Union (EU) and the US filed suits with the WTO accusing each other of the subsidies that they have given to Airbus and Boeing respectively. The Airbus-Boeing dispute, pending at the WTO, is a unique trade dispute as neither say that they have not subsidised, instead both parties question the amount the other has provided. Both defend the charges saying that the aeroplane manufacturing is exorbitantly expensive and highly risky, while The Economist maintains that both parties are at fault, as neither of the companies requires subsidies in the first place and capital markets finance far more risky projects.

Pedagogical Objective

- To discuss the various challenges faced by European economy in the wake of ageing population.

Industry	Not Applicable
Reference No.	GBE0096
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Airbus-Boeing dispute; International subsidies, subsidy; GATT (General Agreement on Tariffs or Trade) and WTO (World Trade Organisation); Subsidies in large civil aircraft industry; Boeing and Airbus subsidy; Subsidies in US and EU (European Union); Prohibited subsidies at WTO; Government aid to airplane manufacturers; Boeing and Airbus allegations at WTO; Global civil aircraft industry; Subsidies and world trade; Suits at WTO.

Macau: Asia's Answer to Vegas?

The tiny island of Macau was the number one destination for gamblers from Asia. Local billionaire, Stanley Ho monopolised the gambling industry in Macau for 40 years. In 2002, the local government of Macau opened up the gambling sector. With the opening up of the gambling sector, Macau's popularity as a gambling destination was expected to compete with Las Vegas.

Pedagogical Objective

- To discuss the scope of gambling industry in Macau.

Industry	Gambling
Reference No.	GBE0095
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Macau; Gambling industry; Stanley Ho; Gaming monopoly rights; Sub-concessions; Tourism; MICE (meetings, incentives, conventions, exhibitions); Real estate market; Gambling revenues; Over and under investments.

Azerbaijan's Dependence on the Energy Sector: Prospects and Perils

Azerbaijan is an energy-rich country and oil is the primary driver of the country's economy. After becoming independent in 1991, a shortage of funds compelled the Government of Azerbaijan to invite foreign companies to develop its oil resources through production sharing agreements. British Petroleum, one of the early entrants, is the largest foreign investor in Azerbaijan. Oil and oil products account for over 80% of the country's exports and contribute to more than 50% of the budget.

Pedagogical Objectives

- To discuss the scope of oil industry in Azerbaijan
- To discuss the implications of the dependence of an economy on only one sector.

Industry	Energy
Reference No.	GBE0094
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Emerging economy; Dutch disease; Production sharing agreement (PSA); British Petroleum Amoco ExxonMobil; Oil and gas sector; World Bank IDA (International Development Association); State Oil Company of Azerbaijan (SOCAR); Azerbaijan International Operating Company (AIOC); Communist to market-oriented economy; State Oil Fund of Azerbaijan (SOFAZ); Azerbaijan's economic driver; Ilham Aliyev; Heydar Aliyev; David Woodward

Chapter 11: Bankruptcy as a Strategic Tool?

Chapter 11 is one of the unique bankruptcy codes in the world as it is not punitive. For many businesses, Chapter 11 is no death sentence, but a chance to reorganise and recover from losses. Much of the ailing US steel industry restructured its operations with the help of Chapter 11 in 2001, and later the airline industry followed the trend, where four out of the seven major US airlines had resorted to Chapter 11. In 2005, the auto-parts industry was adopting this trend .

Pedagogical Objective

- To discuss the importance of Bankruptcy as a strategic tool to save a firm facing troubles of Banking.

Industry	Not Applicable
Reference No.	GBE0093
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bankruptcy; Chapter 11; Steel industry; Airline industry; Auto-parts industry; Insolvency; Restructuring; Legacy costs; Bethlehem Steel; United Airlines; Delphi Corp; Bankruptcy Abuse Prevention and Consumer Protection Act.

The Finnish Paper Industry: The Lockout and its Setbacks

In November 2004, the major employers' organisations of the paper and pulp industry in Finland witnessed a series of protests and strikes by the one million workforce of the Paper Workers' Union (Paperiliitto). In May 2005, major paper mill companies like Stora Enso and UPM-Kymmene, announced a lockout and closed mills across the country, with a demand that the paper industry should also function during the holidays in order to improve productivity, which, the workers' Union opposed. The six-week lockout resulted in a huge loss of 1.5 billion euros in export earnings and 40 million euros in tax revenues. It is also estimated that loss in sales per day was 40 million euros.

Pedagogical Objectives

- To discuss the problems of industrial relations in Finland's paper industry
- To discuss the impact of strike on the Finnish economy.

Industry	Tobacco Products
Reference No.	GBE0092
Year of Pub.	2005

Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Finland; Forest industry; Lockout and strike; Finnish Paper Workers' Union; Europe; Finland economy; National Income Policy Agreement; Industrial relations; Growth of forest industry in Finland; Productivity; Working hours; Nordic model.

Corporate China Shopping for Global Brands: Prospects and Perils

With the Chinese government's financial and policy backing, many Chinese companies looking for global presence, were acquiring well-known brands. But several analysts were sceptical about the strategy being followed by the Chinese companies. They were of the opinion that Chinese companies, with little experience in managing global brands and distribution channels, were trying to build global brands in a hurry. As a result more than 70% of such acquisitions had failed. But others were of the opinion that the Chinese companies were following the right strategy and expected these companies to continue acquiring global brands.

Pedagogical Objective

- To discuss the strategy of Chinese companies' strategy of acquiring global brands for their growth.

Industry	Financial Services
Reference No.	GBE0091
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global brands; Mergers and acquisitions; Global brand acquisition; Organic growth; Market saturation; Global players; Growth imperative; Global manufacturing hub; Business culture; International regulatory environment; US Committee of Foreign Investments.

Nakamura vs Nichia: The Debate over Royalty for Corporate Innovations

Shuji Nakamura (Nakamura), an employee of Nichia Corporation (Nichia) in Japan, invented the world's first blue-LEDs in the mid-1990s. He was paid an annual salary of \$100,000. He resigned from Nichia Corporation in 1999 and joined the University of California, Santa Barbara (US) as a professor in the materials department,

where he continued to work on LEDs. Prompted by this, Nichia filed a case against Nakamura in 2001 for infringing the patents on the blue LEDs. Nakamura also filed a lawsuit against his former employer demanding a fair share of profits that the company had made by selling his invention. After three years of legal tussle, Nichia paid Nakamura US\$8.1 million.

Pedagogical Objectives

- To discuss the compensation practices of Japanese corporations
- To discuss the effect the Nakamura vs Nichia case had on Japan's patent laws and recognition practices.

Industry	Display Components
Reference No.	GBE0090
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Shuji Nakamura; Nichia Corporation; Employee Invention System in Japan; Japan's corporate culture; Amendments in Japanese Patent Law; US Patent Law; Blue LED's (Light Emitting Diodes); Intellectual property rights; Nakamura's contribution to Nichia; Nichia's profits with blue LEDs; Patent transfer; Japan Inc.

Indian Liquor Industry's 'Prohibited Growth': The Legal Environment

As of 2004, Indian liquor consumption was significantly low (0.6 litres per head per year) compared to other countries like China and UK where the consumption was 20 and 100 litres respectively. Due to the Indian government's regulations and taxes, the growth had been restricted. The government had decided to lower the taxes in 2004. However, analysts were skeptical over the further growth of the industry, despite the deregulations, due to the social concerns.

Pedagogical Objective

- To discuss the impact of regulations and taxation on the Indian liquor industry.

Industry	Liquor Industry
Reference No.	GBE0089
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian liquor industry; SABMiller and United Breweries; Deregulation and liberalisation; Central and state taxation policies; Legal environment and regulations; Regulation and prohibition; Central excise duty and value added tax; Purchase Power Parity (PPP); Social concerns women activists;

Indian liquor beer spirits consumption; Indian government state governments; Indian beer industry alcohol whiskey rum; Liquor complete ban partial ban; Challenges religious reservations; Quantitative restrictions.

Entrepreneurship in Ghana: Government Initiatives

Ghana, a nation that remained for long as one of the poorest economies of the world, had become an emerging economy in Africa by 2005. Its gross domestic product growth rate at 4%, between 1990 and 2004, has surpassed that of the other sub-Saharan nations (2%) and rest of the world (3%). Structural transformation of the economy from state controls to free market under the leadership of Jerry Rawlings, who ruled the country from 1981 to 2000 has ushered in a new economic standing. This transformation has encouraged many non-resident Ghanaians to set up their own business in the country and has thereby given a boost to the development process. The reforms were continued by the government that succeeded Rawlings, which ensured stability and continuance of pro-market economic policies.

Pedagogical Objectives

- To discuss the role of political establishments in entrepreneurship development
- To discuss the Ghanaian government initiatives in making the entrepreneurs a part of the country's economic development.

Industry	Not Applicable
Reference No.	GBE0088
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Emerging economies in Africa; Ghana's economy; Economic liberalisation in Ghana; Services sector in Ghana; State support for entrepreneurs in Ghana; Divestment of state-owned enterprises in Ghana; Multilateral Investment Guarantee Agency (MIGA); Ghana Poverty Reduction Strategy (GPRS); Ministry for Private Sector Development (MPSD).

India as an Attractive Destination for Electronics Manufacturing: Competitive Advantages and Competitive Pressures

Up until 2003, India was considered as a laggard in attracting global electronics equipment manufacturers to set up their base in the country. However, since 2004

the situation was fast changing with the entry of several manufacturers. Many industry experts attributed this change to the competitive advantages enjoyed by the country. But critics discounted the prospects of India developing into a huge base for electronics equipment manufacturers, owing to the competitive pressures it faced.

Pedagogical Objective

- To discuss the competitive advantages and pressures faced by Indian electronics manufacturing industry.

Industry	Electronics Manufacturing
Reference No.	GBE0087
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Electronics equipments manufacturers; Competitive advantages; Competitive pressures; Mobile electronics manufacturers; Contract manufacturers; Component makers; Chip manufacturing facilities; Manufacturers' Association for Information Technology (MAIT); Electronics manufacturing services (EMS); Special economic zones; Original equipment manufacturers; Favourable business conditions.

Electricite de France (EDF): The French Electricity Giant's Privatization Woes

Electricite de France (EDF) is the largest electricity provider in the world and a state-owned company of France. Over the years, EDF has enjoyed a monopoly in the electricity market of France. But the EU (European Union) directive mandated all the member countries to open their markets for outside competition. France, being a member of the EU, had to comply by the directive and deregulate some sectors including electricity. As part of the deregulation, the government has planned the privatisation of EDF. But the privatisation move has been strongly resisted by its employees, which according to them might lead to withdrawal of perks enjoyed by them. Despite the widespread unrest, the government has decided to continue with its efforts to privatise the sector and end the monopoly of EDF.

Pedagogical Objective

- To discuss the French government initiatives in complying with the EU directives to open the electricity industry for competition, and also in dealing with the resultant unrest among the workers, who are opposing the privatisation of EDF.

Industry	Electricity
Reference No.	GBE0086
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Electricite de France (EDF); Largest electricity company monopoly; French electricity market; Privatisation and deregulation; European Union (EU) directive; State-owned employees; French government state-owned company; Workers opposition and strikes unrest; The General Confederation of Labour (CGT); Workers Union; Trade Unions; blackout; Electricity production and distribution; Structural impediments; economic progress; Improved choice for consumers; Initial public offering (IPO); Public sector workers.

China's Rising Cost of Business: The Human Resources Factor

China's enormous pool of low cost manpower had enabled it to develop as a manufacturing base for companies across the globe. However, since 1998, the situation seemed to be fast changing with China facing a shortage in the availability of skilled manpower. Experts predicted that this would lead to an increase in the cost of available manpower and therefore increased costs for businesses. They feared that this would result in China losing its competitive advantage as a low cost manufacturing base. However, some experts were of the opinion that the shortage of manpower was merely a temporary phenomenon and China would continue to be a low cost manufacturing base.

Pedagogical Objectives

- To understand China's competitive advantage as a low cost manufacturing base
- To discuss the future of China's competitive advantages as a low cost manufacturing base for global companies.

Industry	Not Applicable
Reference No.	GBE0085
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China; Comparative advantage; Low cost manufacturing base; Manpower cost advantage; US Bureau of Labour Statistics; Migration of manpower; China's one-child policy; Social welfare funds; Statutory benefits; Turnover rate; Skilled manpower shortage; Managerial level talent; Rising cost of business.

Singapore's 'Gamble' With the Gambling Industry: The Payoffs

In April 2005, forty years after its independence, the Government of Singapore permitted the establishment of casinos in the country. While the Singaporean government hopes to increase the attractiveness of the island as a global tourism hub, generate revenues and job opportunities, it also has to deal with strong opposition from domestic religious and social groups. These groups believe that introducing casinos in Singapore would result in individual bankruptcies and degradation of moral values.

Pedagogical Objectives

- To discuss the logic behind the Singapore government's introduction of casinos
- To discuss the ethical and moral issues involved in business.

Industry	Gambling Industry
Reference No.	GBE0084
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Singapore's economic strategy; Singapore's tourism industry; Lee Kuan Yew and Asian values; Singapore's marketing strategies as a tourist destination; Singapore's integrated resort; Singapore's economic diversification through casino; Economic benefits through casino; Singapore's 'economic leakage'; Social implications of casino in Singapore; Macau and Hong Kong casino; Singapore's restrictions on gambling; Singapore Tourist Promotion Board; Lee Hsien Loong and casino; Families Against the Casino Threat in Singapore.

Advertising Industry in China: Potential and Challenges

Since the economic reforms of 1979, China's advertising industry had grown at an annual growth rate of 40%. With more than 80,000 advertising agencies by 2005, this tremendous growth has come from China's economic boom coupled with a growing consumer market and increased penetration of television and Internet. With the ownership limitations for foreign advertising companies to be lifted by the end of 2005 and the impending Beijing Olympics in 2008, China is expected to become the third largest advertising market by 2006. Despite such potential, China's advertising industry has still to deal with increasing competition from foreign advertisement companies and cultural diversity.

Pedagogical Objective

- To discuss the scope of China's advertising industry in the wake of International advertising companies in China.

Industry	Advertising
Reference No.	GBE0083
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China's consumer market; Growth of China's advertising industry; China's economy and its advertising industry; China's Cultural Revolution, China's advertising revenues; Laws for advertising in China; Structure of China's advertising industry; Asia-Pacific advertising markets; World's largest advertising economies; Challenge of China's advertising industry; China's entry in WTO (World Trade Organisation) and China's advertising industry; International advertising agencies in China; Beijing Olympics.

The Vatican: Challenges Ahead

Pope Benedict XVI has been elected as the new leader of the Vatican and the followers of the Roman Catholic faith in April 2005, after the death of his predecessor Pope John Paul II. He has inherited several challenges like the weak financial health of the Vatican and the debate on the issue of decentralisation of authority to bishops. The Catholic faith has witnessed a healthy growth in Asia, Latin America and Africa, while its influence in Western European countries and the US has been weakening since the 1980s.

Pedagogical Objective

- To discuss the various challenges faced by the new Pope in the wake of poor financial health of Vatican and numerous scandals and controversies of Vatican.

Industry	Not Applicable
Reference No.	GBE0082
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Vatican (The Roman Catholic Church); Pontiff and his papacy; Woman ordination; US sex-abuse lawsuits and settlements; The Roman Curia; The College of Cardinals; Conclave and the Sistine Chapel; The Vatican's diplomatic relations; United Nations Organisation (UNO); Peter's Pence; Financial deficit and financial statements; Appreciation of euro against the US dollar; Cannon law; Decentralisation of power; Growth rate of Catholic population.

The End of Multi-Fiber Arrangement: Opportunities for China's Textile Industry

The global textile and apparel industry had been governed by quotas under the Multi-Fiber Arrangement (MFA) since 1974. The developed countries laid certain restrictions on the number of items that could be exported by low cost producers, such as China and India, so as to protect their local textile industry. After the expiry of MFA on January 1 st 2005, China was expected to be one of the biggest winners due to its competitive textile industry. Chinese textile exports had experienced tremendous growth since its entry into the World Trade Organisation in 2002. But many competitors and importing countries, including the US textile industry, voiced concerns that China was set to dominate and destroy the textile industry through unfair trade practices including currency manipulation and subsidising its textile industry.

Pedagogical Objective

- To discuss the growth of Chinese textile industry after the expiry of MFA.

Industry	Textiles and Apparel
Reference No.	GBE0081
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global textile and apparel industry; Multi-Fiber Arrangement (MFA); China's textile and apparel exports; World Trade Organisation (WTO); Protectionist measures and quotas; Chinese textile and apparel industry; Quantitative export restrictions; Business environment; Agreement of Textile and Clothing (ATC); Cheap labour and raw material costs; Oversupply and market disruption; Global textile and apparel market; National Council for Textile Organisations; US International Trade Commission; China Chamber of Commerce for the Import and Export of Textiles (CCCT).

Steel Industry's Swinging Fortunes: The 'China' Factor

The global steel industry's performance was robust during the year 2004 and the industry experts predict that such robust performance will continue throughout 2005 and 2006. On the contrary, some analysts cautioned that the industry would face a downturn in the near future and an oversupply of steel into the global market by the Chinese steel industry would be the reason for the downturn. But others were of the opinion that other factors, like an exorbitant rise in the prices of raw

materials, would be the real reasons behind the projected downturn in the fortunes of the global steel industry.

Pedagogical Objectives

- To discuss the factors affecting the global steel industry
- To discuss the affect of Chinese steel industry on the evident change in the global steel industry.

Industry	Not Applicable
Reference No.	GBE0080
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Entrepreneurship; Europe; Germany; Gerhard Schroeder; Start-up challenges; Accenture study on entrepreneurship; Neil Rimer; Meisterbrief; Ich AG; Corporate venture capital; Jean-Bernard Schmidt.

Outsourcing Innovation: opportunities and Challenges

For decades, outsourcing has evolved as an effective cost-saving strategy for companies and as a vital part of the global economy. Over the years, outsourcing has spawned from manufacturing to information technology and human resource management. In the early 21st century, outsourcing innovation, a new trend of outsourcing has emerged, which is gradually manifesting itself in diverse fields like electronics and mobile devices, investment research and pharmaceuticals. Research and development, which was once considered to be the inherent asset of a company is increasingly being outsourced as an attempt to reduce costs and improve competency. Despite its widespread advantages, outsourcing innovation has its share of challenges threatening companies with loss of their edge over innovation that could cause the conglomerates to shrink.

Pedagogical Objectives

- To discuss the importance of outsourcing and the dilemmas of companies regarding research and development
- To discuss the prospects and challenges of outsourcing innovation.

Industry	Outsourcing
Reference No.	GBE0079
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Outsourcing innovation; Research and development; Original design

manufacturers (ODM); Intellectual property; Independent design houses; Asian contract manufacturers; Cost saving strategy; Next step of outsourcing; A new paradigm and trend; Strategic and core activities; Global market challenges; Strategic drivers; Core competency; Faster time to market cycle; Resource flexibility reduced risk.

Google's Trouble in France:English vs French?

Google has been finding it hard to establish its presence in France. It faced severe opposition when it announced its library project plan in December 2004. The project, which aims at putting 1.5 million books on-line from renowned UK and US libraries, is being considered as an effort to dominate the French language and culture by English language and Anglo Saxon ideas. Wary of its impact on France, the French government has decided to launch a competitive French search engine to compete against Google.

Pedagogical Objectives

- To understand the socio-political opposition faced by Google in France
- To discuss Google's strategies to establish its presence in the country.

Industry	Internet Searching Services & Portals
Reference No.	GBE0078
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Google; France; America; Intellectual property rights; AdWords; Google's library plan; Googlisation; Omnigooglisation; Search engines; On-line library; Virtual library; French culture; Anglo Saxon; Europe; Google's print project.

US Bankruptcy Laws:Benefiting Debtors or Creditors?

Since its inception in 1800, the bankruptcy law in the US has undergone several reforms, which were always alleged to be more in favour of the creditors. In early 2005, the US Senate gave its approval to the Bankruptcy Abuse Prevention and Consumer Protection Act, a bill that was put on hold for eight years. The proponents of the bill claim that it would curb the abuse of the bankruptcy law as a financial planning tool and would place personal responsibility on the debtors to pay off their debts. However, critics of this bill argue that, when enacted, the bill would place an onerous task on those

debtors, who are genuinely burdened with huge medical expenses, job losses and low income levels.

Pedagogical Objectives

- To discuss the various reforms in the US Bankruptcy law
- To discuss the legal implication over debtors and creditors.

Industry	Not Applicable
Reference No.	GBE0077
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US bankruptcy law; Debtor's prison; Panic of 1837; US state debtor-creditor laws; National Bankruptcy Conference; Bankruptcy Reform Act 1978; US credit card firms; Profits of credit card firms and US personal bankruptcies; Bankruptcy Abuse Prevention and Consumer Protection Act; Chapters 7, 10, 12 and 13; Means test; Asset protection trusts; Millionaire's loophole.

The European Tobacco Industry:Prospects and Perils

With the steady rise in tobacco consumption over the 20th century, the tobacco industry gained power and prominence rivalled by few other industries in the world. Europe alone consumed more than 26% of the total tobacco manufactured every year, and was home to four of the leading tobacco manufacturers in the world. In the second half of the 20th century, growing tobacco-related health concerns caused Europe to implement a series of action plans to curb the spread of tobacco consumption. But the action plans were unsuccessful, and the growth of 'big tobacco' continued unhindered along with its profits. At the turn of the century, the European Union introduced detailed legislation banning tobacco promotion from print and electronic media. The display size of health warnings on labels was increased and the levels of harmful additives in tobacco products were reduced .

Pedagogical Objective

- To discuss the effect on tobacco industry in the wake of regulations and resistance across the world.

Industry	Tobacco Products
Reference No.	GBE0076
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available



Keywords

European tobacco industry; Health hazards of tobacco; Sanctions and regulations; Tobacco consumption; World tobacco trade; British American Tobacco (BAT); Imperial Tobacco Group; Gallaher Group; Tobacco control policies; European Tobacco Action Plans; World Health Organisation (WHO); European Union (EU) Tobacco Products Directive; EU tobacco legislation; Anti-tobacco regulations; World's top tobacco companies.

European Union's 'Services Directive': The Franco-German Resistance

In January 2005, the European Commission put forward a proposal, the European Union (EU) Services Directive, to ensure free flow of services across the borders of its 25 member states and transform Europe into a 'dynamic and knowledge-based economy' by 2010. The country of origin clause, which is one of the key principles of the directive, has sparked a vigorous debate in certain political groups, like the trade unions and the EU parliament, which are strongly supported by France and Germany as they fear that free flow of services would lead to heavy social and fiscal dumping, which in turn would lead to dilution of social and health benefit standards. However, most East European nations view the directive favourably as they expect to rake in profits by doing business with the West European nations and leveraging on their cheap labour.

Pedagogical Objectives

- To focus on the issues that have stirred a major controversy over the EU services directive
- To discuss the role of the European Commissioner, and his role in shaping the future of the services directive.

Industry	Not Applicable
Reference No.	GBE0075
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

European Union (EU) and its member states; The EU Services Directive; Social and fiscal dumping; Lisbon Economic Reform Agenda; Barriers to trade; Unemployment rate; Administrative red tape and restrictions; Minimum wage standards; Social and healthcare benefits; Annual gross domestic product (GDP) growth; Country of origin clause; Exchange rate and its role in the exports market; Welfare states; Comparative advantage and cheap labour.

China's Retail Industry: Domestic vs Foreign Players

Retailing in China, which has traditionally been fragmented with large numbers of local players, is poised to consolidate and give rise to large regional players, who eventually might transform into global players. By the end of 2004, China was the third largest retail market in the world with 300 foreign retailers and 100 local retailers that accounted for 8% of the country's retailing industry .

Pedagogical Objectives

- To provide a landscape of the Chinese retail industry
- To study the growth avenues offered by China to domestic as well as foreign retailers.

Industry	Retailing
Reference No.	GBE0074
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Chinese retailing industry; Global Retail Development Index; Socialist market economy with Chinese characteristics; The Provisions on Foreign Investment in Retailing; Consumer retail spending; Foreign invested retail companies; Domestic chain retailers; Convenience; Spaciousness; Comfort of stores; Selection and price; Free shuttle buses.

Retailing in Britain: Traditional Retailers vs Discounters

The British Retailing industry, at \$443 billion a year, is the second largest in Europe and contributes 20% to the nation's GDP. However, by the dawn of the new millennium, iconic department stores, which have defined the course of the industry in Britain for decades, were becoming takeover targets. They had become victims of their own successes and were encountered by a threefold competition from foreign speciality retailers, discounters and supermarkets entering all segments, right from mass merchandising to speciality retailing.

Pedagogical Objectives

- To discuss the growth of British retailing industry
- To discuss the threats British traditional retailers are facing from new retailing firms.

Industry	Retailing Industry
Reference No.	GBE0073
Year of Pub.	2005

Teaching Note	Available
Struc.Assign.	Available

Keywords

Retailing industry; British retailing; Retailing landscape in Britain; WH Smith; Harrods of London; Maypole Dairy Co; Meadow & Pearks Dairy Co; Tesco; Marks & Spencer; Chain store retailing; Department stores; Supermarkets; Shopping malls; Hennes & Mauritz; Gap; H&M; Zara.

Indian BPOs: The Reverse Migration

Since the mid-1990s, companies from Europe and the US had been rushing to outsource their operations to India, while the public and politicians in those regions had been raising a hue and cry over the loss of money and jobs to India. But since 2002, Indian companies had been doing all those activities in the West, that traditionally companies from the West had done in India – acquisitions, takeovers, mergers, joint ventures, new operation setups, business building guidance to existing companies, and above all creating jobs in those regions. But the American public and politicians have failed to realise these new developments were taking place. And the uproar over Indian business process outsourcing (BPO) continued to gain momentum with the US Presidential elections in 2004. While the politicians strongly vowed to stall the outsourcing to India, economists and industry experts defended the process as a necessity for the revival of the US economy from recession.

Pedagogical Objectives

- To discuss the various implications of outsourcing in India
- To discuss the impact of off shoring in the US and India economies.

Industry	BPO
Reference No.	GBE0072
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Business process outsourcing (BPO); Offshoring; Outsourcing; US economic recession; Backlash; Cost savings; Acquisitions; Indian BPO industry; Competitive advantage; Growth drivers; Reverse migration; US Presidential elections 2004; Information technology enabled services (ITES); Back-office operations; Core competencies.

British Chocolate Market: Up for a Fairtrade -Organic Makeover?

The British chocolate market had been one of the top five chocolate markets in the world, both in terms of size and consumption per head. But since 2000 the market had been experiencing a decline in volume despite growth in revenues. While the three leading firms, Nestle Rowntree, Cadbury Trebor Bassett and Masterfoods, were in trouble due to the market status, two relatively new niche segments – organic chocolates and fairtrade chocolates – had been experiencing impressive growth in their sales.

Pedagogical Objective

- To discuss the competitive strategies employed by the British chocolate industry in the wake of decline of the chocolate market.

Industry	Chocolate
Reference No.	GBE0071
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

British chocolate market; Fairtrade chocolates; Organic chocolates; Green & Black's; Nestle Rowntree; Cadbury Trebor Bassett; Masterfoods; Chocolate consumption; Biscuit, Cake, Chocolate and Confectionary Association (BCCCA) UK; Oligopolistic market; The International Sweets and Biscuits Fair; Competitive strategies; Chocolate consumption volume; Per head consumption of chocolate; British chocolate industry.

Ageing Population in Europe: The Economic Challenges

Due to a rise in life expectancy and a decline in the birth rate, the proportion of the ageing population in Europe has been on the rise. But this ageing population has had a negative effect on European economy and corporations. Though several European governments have initiated measures to address the problem, there were economic challenges to be dealt with.

Pedagogical Objectives

- To discuss the subsidizing of Airbus and Boeing - the aeroplane manufacturers
- The role of WTO in resolving the issue between Airbus and Boeing.

Industry	Not Applicable
Reference No.	GBE0070
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Ageing population; Replacement fertility; Dependency ratio; Pension sector reforms; Replacement migration; Agenda 2010; Birth rate; Life expectancy; Health care expenditures; Adverse effects of ageing population; Working population; European economic output; Labour market reforms; Labour shortfall; Retirement benefits.

Private Equity in China: The 'Cautious' Gold Rush

Over the years, China has emerged as a preferred destination for global private equity investors. During the early 1980s, the Chinese government had made efforts to nurture this concept but failed owing to pitfalls in policies and scarcity of resources. The China New Technology Start-up Investment Company, the earliest private equity firm in China, was founded in 1986 and functioned as a central government agency to give a boost to 'private equity' in China. However, this venture went bankrupt in 1997. Such failures led to the formulation of the tentative regulations on venture capital in China in 2001. These rules were however modified in 2003 in order to improve the sluggish flow of global capital. Private equity capital was administered in sectors like information technology, the semiconductor industry, biotechnology and even in banking after the relaxation of banking norms in 2003. However, global private equity players took a cautious approach due to the lack of transparency in the accounting practices of companies, underdeveloped stock exchanges and stringent regulatory norms for foreign listing.

Pedagogical Objectives

- To discuss the scope of private equity investment in China in different sectors
- To discuss the plans and strategies adopted by global private equity players in different sectors.

Industry	Not Applicable
Reference No.	GBE0069
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Private equity; Market-oriented business system; China New Technology Start-up Investment Company; Stock exchanges; New regulations; MOFTEC (Ministry of Foreign Trade and Economic Co-operation); Changing investment environment; Goldman Sachs; Shanda Networking; The investment boom; China Securities Regulatory Commission; Shanghai Technology Stock Exchange;

Startup Enterprise Development Scheme (SEEDS); Major foreign firms.

Mergers and Acquisitions in Russian Oil Sector: The FDI Factor

Russia was the leading oil exporter in the erstwhile USSR. The collapse of the Soviet Union in the early 1990s led to a sudden decline in Russia's oil productivity. However, after a brief spell of oil and financial crises, there was revival in oil production from 1999. Russian oil soon became the cynosure for foreign investments. Many European and American oil giants renewed their interests in the Russian oil sector. This was despite the Yukos Oil controversy that had for a while, shocked western oil companies. The arrival of British Petroleum in 2003, Total of France and Conocophillips of the United States in 2004 further underlined Russia's oil potential.

Pedagogical Objectives

- To discuss the evolution and growth of oil sector in Russia and the role played by Foreign Direct Investment in Russia's growing oil potential
- To discuss the effects of Russian oil sector on other oil producing countries in the world
- To discuss the reasons why Russia continues to resist joining OPEC.

Industry	Oil
Reference No.	GBE0068
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Oil production; Soviet Union break; Reforms; Administrative policies; Vertical integration; BP-TNK merger; Yukos issue; Creation of largest companies in Russia; Total's move; Conocophillips venture; Lukoil merger; Gazprom merger; Government regulations; Oil exports; OPEC.

Japan: The World's Next Cultural Trendsetter?

From the beginning of the post-World War II era to the late nineties, Japan was establishing itself as a leading exporter of high-tech products. But increased competition from countries like the US and Korea coupled with a decade-long stagnation led the Japanese government to seek alternate revenue streams, especially cultural exports. Anime and Manga are considered the most prominent of Japanese cultural exports. The tremendous rise in popularity of Anime and Manga and widespread Japanese

cultural influence on food, architecture and fashion have led experts to study Japan's increasing 'soft power'.

Pedagogical Objective

- To discuss the impact of Japan's cultural exports on Japan's economy in the long run.

Industry	Not Applicable
Reference No.	GBE0067
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Japanese cultural exports; Gross national cool; Soft power; Anime; Manga; Fansub communities; Scanlation; Value of cultural imports; Changing Japanese work culture.

Reforms in US Patent Law: Business Implications

With the number of patent applications increasing exponentially the USPTO (US Patents and Trademarks Office) found it increasingly difficult to cope with the workload. This resulted in a situation where many patents were awarded to vague ideas without scrupulous review. Also there were many instances where the approved patents stifled further innovation, than encourage it and patents were used more like a weapon against competition. Many were apprehensive about the suitability of the patent system of the industrial age to the information age and suggested revamping not just the patent system, but also the entire system of intellectual property law.

Pedagogical Objectives

- To discuss the conditions that led to the troubles for USPTO, the relevance of business method patents and the viability of the Patent Law in protecting innovators in the information age
- To analyse the potential benefits that the reforms could bring to the US economy, which drives a considerable part of worldwide industrial growth.

Industry	Not Applicable
Reference No.	GBE0066
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US patent law; US Patents and Trademarks Office (USPTO); Federal Trade Commission; Business method patents; Intellectual property; Prior art; Software patents; Patent monopoly; Antitrust and patent law; Competition and monopoly; Utility patents.

Medical Tourism: India's Competitive Advantage

By upgrading its technology, gaining greater familiarity with western medical practices and improving its image in terms of quality and cost, the Indian healthcare industry began to emerge as a prime destination for medical tourists. Most of the medical tourists to India were Indians living in the US and Britain; residents of neighbouring countries like Pakistan, Nepal, Bangladesh, Mauritius and the Maldives; and citizens of African and West Asian countries. Though the quality of healthcare in developing countries like India was low, private hospitals offered advanced technologies and procedures on par with facilities in developed countries. By all accounts, the high cost of medical care and long waiting periods for treatment and surgery in the western countries were major reasons for the rise in medical tourism to India.

Pedagogical Objectives

- To discuss the initiatives taken by the Indian government along with the state governments, travel agencies and tour operators to promote India as a "global healthcare destination" and the challenges in sustaining the growth levels
- To understand how India built competencies in offering medical tourism.

Industry	Health Care
Reference No.	GBE0065
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Medical tourism; Medical tourism in India; India's advantages in medical tourism; Indian Healthcare Federation; National Health Service; Apollo group of hospitals; 'Tele-medicine' booths; Escorts Heart Institute and Research Centre; Medical Tourism Council of Maharashtra; Bangalore International Health City Corporation; Low cost of treatment in India; State-of-the-art healthcare facilities in India; Talented pool of medical professionals; Diverse tourism options in India; Medical tourists.

Irish Economy: A Model of Success?

In 1988, The Economist described Ireland as 'The poorest of the rich', while comparing the island republic with its European counterparts. Barely a decade later the magazine called it 'Europe's shining light'. Ireland changed the global perception about its economy when, in 1999, its per capita GDP of •23,410

surpassed that of Britain's •22,760. Ireland also ranked ninth in per capita output, among the industrial nations, up from 22nd in 1993 .

Pedagogical Objective

- To discuss the factors responsible for "Irish Economic Miracle" and the challenges that questions the sustainability of this miracle.

Industry	Not Applicable
Reference No.	GBE0064
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Irish economy; Celtic Tiger; Ireland; Emigration; Foreign direct investments; European Economic Community (EEC); Zero corporate tax; European Exchange Rate Mechanism (ERM); European Monetary System (EMS); Golden rule; Tallaght strategy and social partnerships; National Development Plans; GDP and GNP.

Thailand: Detroit of South-East Asia?

Thailand is the fifteenth largest automobile producer in the world. It is the largest among the Association of South-East Asian Nations (ASEAN), manufacturing more than one million vehicles per year. Thailand is the world's second-largest producer of pick-up trucks after the US. The Thai government's policies and Free Trade Agreements have led to favourable conditions for accelerated growth in the industry.

Pedagogical Objectives

- To discuss the promotional efforts of the government of Thailand leading to the growth of the auto industry
- To understand the country's tariff structure and infrastructure support extended to the auto investors
- To discuss how Free Trade Agreements and incentives have helped to export the vehicle manufacturers and attracted them to invest more in Thailand.

Industry	Automobile Manufacturing
Reference No.	GBE0063
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Thailand; Detroit of south-east Asia; Auto industry; Tariff structure; Investment promotions; AFTA (ASEAN [Association of South-East Asian Nations] Free Trade

Agreement); Free Trade Agreement; Pick-up trucks; Thailand's economy; Corporate taxes; ASEAN countries; FDI (foreign direct investment); Exports in ASEAN countries; Zone system; Liberalisation policies.

China's Health Care System: The Price for Economic Progress

The Chinese population achieved good health and longevity under the Chinese Communist Party's authoritarian rule. After the opening up of China's economy in 1978, GDP (gross domestic product) increased, but the health sector declined instead of keeping pace with economic growth. Privatisation of the health sector led to variances in the availability of healthcare facilities. The social welfare system was unsatisfactory, and people did not trust the government enough to participate in voluntarily financed 'Co-operative Medical Systems' (CMS). In the absence of centrally planned financing, appropriate government control and accountability, public healthcare facilities have been mismanaged.

Pedagogical Objectives

- To discuss the appropriate degree of government finance, and control, in the provision of basic healthcare and the need for a satisfactory social welfare system, which people can trust
- To discuss the problem that the communist government was facing, which has left the health of its 1.2 billion people to market forces, and the lack of international concern about the situation until SARS was 'exported' to other countries
- To discuss whether GDP growth is appropriate as a sole measure of a country's progress.

Industry	Health Care
Reference No.	GBE0062
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Health economics; Welfare State; Economic growth; Privatisation; Social Security; Gini coefficient; Public accountability; Co-operative financing; Health care.

Telecom Industry in China: The Metamorphosis

China's tryst with telecommunications had been chronicled time and again due to the country's vast potential and a

comparatively nascent industry. After Deng Xiaoping's regime ushered the country on the path of economic progress, the telecommunications industry was subjected to a series of reforms and regulations. While many of the policies were aimed to increase competition by breaking monopolies, the regulations barred the entry of private and foreign telecom operators. However, China's WTO (World Trade Organisation) accession came as a positive signal to private and foreign operators.

Pedagogical Objectives

- To discuss how the telecom industry in China evolved over the years, though being under the state control
- To discuss the regulatory environment that prevails in China.

Industry	Telecommunications
Reference No.	GBE0061
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Telecom industry in China; Fixed-line and mobile operators; China Telecom; China Mobile; China Unicom; China Netcom; Ministry of Posts and Telecommunications (MPT); Ministry of Information Industry (MII); Regulation and competition; The monopoly and the split; TD-SCDMA (time division synchronous code division multiple access) and 3G; 3G licensing and infrastructure costs; The WTO (World Trade Organisation) implications; Personal handyphone system; Price wars and ARPU (average revenue per user).

Putin vs the Oligarchs: The Future of Russian Business

During the Russian privatisation programme of the 1990s, Russia's natural resources were transferred into the hands of a few politically well-connected oligarchs which were widely considered to be underhanded deals. Russian President, Vladimir Putin, who took over from Yeltsin has targeted the oligarchs, most recently Mikhail Khodorkovsky in 2003. This alarmed foreign investors and had a negative impact on foreign investments in Russia. But many investors have been unable to resist the appeal of Russia's abundant natural resources including oil.

Pedagogical Objectives

- To discuss the Russian privatisation programme of the 1990s
- To discuss whether the actions initiated by Putin against the oligarchs would have a long-term detrimental impact on Russian business

- To discuss the attractiveness of Russia as an investment destination.

Industry	Not Applicable
Reference No.	GBE0060
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Vladimir Putin; Oligarchs; Privatisation programme; Loan-for-shares; Mikhail Khodorkovsky; Boris Berezovsky; Vladimir Gusinsky; Vladimir Potanin; Yukos; Sibneft; Norilsk Nickel; Anatoly Chubais; Foreign investment; Capital flight; Credit rating agencies.

Rigid German Labour Laws: The Business Migration

Due to Germany's rigid labour laws, high taxes and diminished local demand, many companies are considering moving their operations out of Germany. The industry is now demanding that unions should limit their demands for higher wages, and be prepared to work for longer hours if they want to retain their jobs. Companies like Siemens AG and DaimlerChrysler AG have successfully negotiated agreements that will allow employees to work for more than the previously sacrosanct 35 hours per week. In order to encourage companies to invest and hire in Germany, which is faced with a falling GDP (gross domestic product) and rising unemployment, the government is attempting to decrease the non-wage costs of labour and make dismissal laws more flexible.

Pedagogical Objectives

- To discuss the strong stance taken by the industry to combat militant unions and the government's attempts to improve the business environment in spite of growing opposition to its policies
- To discuss how inflexible labour laws lead to a vicious cycle of increasing unemployment, a decrease in business investment and consumer spending.

Industry	Not Applicable
Reference No.	GBE0059
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Germany; Unemployment; GDP (gross domestic product) growth; Labour unions; Labour laws; Worker participation; Social market economy; Lump of labour fallacy; Dismissal protection; Co-determination; Welfare state.

Microsoft in China: Business Diplomacy

Although Microsoft Corporation was an early entrant into the Chinese software market, it is still struggling to make profits in the mainland. Despite the fact that most Chinese used Microsoft's software, the company earned very little, as 95% of users used illegally copied software. And every time the company pressurised the government to crack down on the pirates, the government made moves to support Linux, the rival of Windows. The founder and chairman of the company, Bill Gates frequently visited China to meet Chinese top government officials, business leaders, experts and senior managers to sensitise them to the colossal loss in business.

Pedagogical Objective

- To discuss the initiatives taken by Microsoft in China to strengthen its position in the huge Chinese software market and the measures taken by the company to develop strong relationships with the Chinese government.

Industry	IT
Reference No.	GBE0058
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; Microsoft in China; Bill Gates; Jiang Zemin; Piracy; Red Flag Linux; Timothy Chen; Zhongguancun Software Co; Great Wall plan; Steve Ballmer; Venus project; Chinese software companies; Microsoft's government security programmes; Windows source code; Hopen Software Engineering.

Indian Oil Companies' Race for Self-Reliance: Risks And Rewards

Despite being the single most important source of energy in India, oil is imported in huge quantities from countries like Saudi Arabia, Kuwait, Iran, UAE (United Arab Emirates) and Malaysia. Being the seventh largest consumer of oil in the world coupled with its inability to produce sufficient quantities to meet its domestic needs, makes India highly vulnerable to the fluctuations of the international oil prices. Moreover, the huge amount of money that is spent on importing the precious oil has prompted India to strive and achieve some level of self-sufficiency in this sector .

Pedagogical Objective

- To discuss the initiatives of the Indian government to become self-reliant in oil amidst several potential problems and

risks in the backdrop of over dependence of the Indian economy on imported oil.

Industry	Oil and Gas Refining, Marketing and Distribution
Reference No.	GBE0057
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

India's total energy consumption; Oil imports of India; Fluctuations in global oil prices; Factors affecting global oil prices; India's oil reserves; Oil companies in India; India's dependence on imported oil; New Exploration Licensing Policy (NELP); Deregulation of the Indian oil sector; Risks and problems of India in foreign oil explorations; India-Total Primary Energy Supply; Oil explorations in India; Bhopal gas tragedy, 1984; India's energy profile between 1999-2020.

India vs Argentina as Global Outsourcing Destinations

The collapse of Argentina's currency in January 2002 helped it become a very cost-effective global outsourcing destination. By 2004, Argentina emerged as a competitor to the Indian IT firms in the global outsourcing market, capitalising on a wide pool of educated, multilingual population, good telecom infrastructure and low wages. Buenos Aires began to compete with Bangalore for the 'most preferred outsourcing destination' tag.

Pedagogical Objective

- To compare and contrast the inherent capabilities of India and Argentina as global outsourcing destinations.

Industry	Not Applicable
Reference No.	GBE0056
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global outsourcing destinations; Low cost outsourcing destination; Off-shoring; Outsourcing; Indian outsourcing industry; Outsourcing to Argentina; Outsourcing to India; Buenos Aires; Bangalore; Argentina as an outsourcing destination; The currency crisis of Argentina; BPO (business process outsourcing) in India; Argentina's economic phases; The Karnataka government's millennium BPO policy 2000; Comparative SWOT (strengths, weaknesses, opportunities and threats) analysis of India and its competitors as outsourcing destinations.

Destination Dubai: Building a Brand

Dubai has evolved from an entrepôt-trading centre to a leading tourism destination and transshipment hub. The Dubai International airport, Dubai Duty Free and Emirates Airline, which are all owned by the government, focus on promoting Dubai through extensive advertising and innovative promotions. Substantial investments have been made, in creating attractions such as, the tallest hotel, the richest horse race, the largest manmade archipelago. Using various means to reach its target audiences, including events that bring in celebrities and the international media, Dubai is able to attract an increasing number of visitors. Tax free zones have been created to attract foreign companies and investors to Dubai. The success in the tourism sector is being leveraged to diversify into technology, finance and commerce, and Dubai is now also being promoted as an exceptional place to live and do business.

Pedagogical Objectives

- To discuss the integrated promotion strategies used to create the global awareness of Dubai as an outstanding tourist destination, and the success in spite of Arabic cultural restrictions and the conflicts in the region
- To discuss the creation of an umbrella brand, Dubai, driven by two major sub brands, Dubai Duty Free and Emirates, and a brand portfolio spread across tourism, sports and the retail sector
- To discuss the application of similar strategies to establish Dubai as a modern commercial hub.

Industry	Tourism
Reference No.	GBE0055
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Branding strategy; Promotion; Sponsorship; Positioning; Marketing; Umbrella brand; Sub brand; Brand portfolio; Brand associations; Brand experience; Dubai Duty Free; Emirates Airlines.

China's Credentials as a Market Economy

China's commodity trade, prior to the late 1970s was determined almost entirely by economic planning. The State Planning Commission's import plan covered more than 90% of all imports. The economic reforms that started in 1978 gradually reduced the interference of the state into

the trade activities. China's accession into the World Trade Organisation (WTO) in 1991 further hastened the process of reform. However, China always had conflicts with its trading partners on different issues, the key ones being undervaluing its currency and the dumping of goods. Even by 2004, most of the substantial trading partners of China, including the United States and the European Union (EU), were not willing to recognise the country as a 'market economy'.

Pedagogical Objectives

- To discuss the factors that held back the US and the EU from granting a market economy status to China
- To discuss China's stance on the issue and how it was trying to leverage its strong economic position to become recognised as a market economy.

Industry	Not Applicable
Reference No.	GBE0054
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China's market economy status; World Trade Organisation (WTO); Economic planning; State-owned enterprises (SOE); Foreign Trade Corporation (FTC); Township and village enterprises (TVE); Special economic zones (SEZ); China Centre for Economic Research (CCER); General Agreement on Trade and Tariffs (GATT); Foreign direct investment (FDI); Non-market economy (NME); Free Trade Agreements (FTA); Yuan, renminbi; Anti-dumping, protectionism; Gross domestic product.

China's Cosmetics Industry: Opportunities and Threats

China's beauty and cosmetics industry has been experiencing growing demand since the mid-1990s. China's vast population and consumer profile presented a world of opportunities to cosmetic and beauty firms. Experts attributed the boom in the cosmetics industry to the country's one-child policy, which increased the disposable income of the average urban Chinese family. But with foreign cosmetic giants venturing into China, competition intensified among the foreign and domestic firms.

Pedagogical Objectives

- To discuss the strategies adopted by the cosmetic firms to capture market share and tackle competition

- To discuss how consumer spending on cosmetics evolved over the years
- To discuss the role played by foreign cosmetic firms in the growth of the industry.

Industry	Personal Care
Reference No.	GBE0053
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China's cosmetics industry; Consumer spending on cosmetics; Foreign investment and economic reform; State-owned cosmetic companies; Growth drivers of the industry; China's one-child policy; Foreign-invested cosmetic firms; Ban on direct selling; Beauty boutiques; L'Oreal; Mary Kay; Avon; WTO (World Trade Organisation) commitments.

Bangalore: On the Verge of being 'Bangalored'

Since the early 1990s, Bangalore has been the preferred outsourcing destination for multinational corporations like Texas Instruments, Intel, IBM, Cisco, Accenture and Microsoft apart from the Indian giants like TCS, Infosys and Wipro. Despite occupying a predominant position in the global outsourcing industry, a deteriorating infrastructure, high employee attrition rates and apathy of the regional government, many IT (information technology) companies are planning to relocate to other destinations.

Pedagogical Objectives

- To discuss the rapid growth of Bangalore as the 'Silicon Valley' of India
- To discuss the factors that deglamorise Bangalore as a preferred outsourcing destination.

Industry	BPO
Reference No.	GBE0052
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Outsourcing; Global outsourcing destination; Bangalore; IT (information technology) capital of India; Silicon Valley of India; Bangalore's growth; 'Bangalored'; Outsourcing backlash; US offshoring backlash; Relocation; The growth of STP (Software technology parks) units in Bangalore; Software parks in Bangalore; IT industry composition in Bangalore; Software exports from Bangalore; Upcoming outsourcing destinations in India.

Ageing Japan: Growing Problems

An ageing population and a declining birthrate was one of the top priority issues for the Japanese government. By 2030, 30% of the population would be above the age of 65 years. The demographic trend had great economic implications. The Japanese government's study showed that it would face an additional deficit of 4.5 trillion yen by 2010 because of the increase in pension recipients. Moreover, with fewer workers to support the retirees, the tax burden on the working population would increase. Japan would face a critical capital shortage as funds are diverted from financing productive investments to financing pension deficits.

Pedagogical Objective

- To discuss the various economic problems faced by Japan because of an ageing population and the various remedial options.

Industry	Not Applicable
Reference No.	GBE0051
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ageing Japan's growing problems; Pension reform; Social security; Gross domestic product; Fiscal deficits; Baby boom generation; Population growth rate; Japanese economy; Health benefits; Retirement benefit bill; Negative demographic trends; Defined benefit, defined contribution.

Sarbanes Oxley and the Travails of being a Small Cap Public Company

According to a survey of 32 mid-sized companies, conducted by law firm Foley & Lardner, the average cost of being a public company with annual revenues under \$1 billion increased by 130%. The fallout of corporate scandals had seen a rash of legislations including the Sarbanes Oxley Act and the new Securities and Exchange Commission rules. The costs of going and staying public increased. An analyst commented that many entrepreneurs no longer even dreamt of going public because they saw the hassles outweighing the potential benefits.

Pedagogical Objectives

- To discuss the costs of going public and the travails of staying as a public company
- To discuss the possible and viable measures to reduce the cost of going

public and staying public, for small companies.

Industry	Not Applicable
Reference No.	GBE0050
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sarbanes Oxley Act; Initial public offerings; Webhire; Gristede's Foods Inc; Corporate governance; Costs of going public; Regulation 14D tender offer; Dutch auction system; Small cap companies; Public to private; Profit maximisation; Leveraged buyouts; Employee stock option plan; Productivity; Financial audit.

Consolidation in the European Insurance Industry: AXA as an Example

The 1990s were the 'golden era' for the European insurance industry with major insurance groups clocking average growth rates of up to 30%. One of the salient features of this decade was its consolidation at both intra company and inter company levels. One of the most notable players was AXA Group of France, which metamorphosed from a local insurer into a global financial service giant.

Pedagogical Objectives

- To discuss the reasons behind the consolidation wave in the European insurance industry
- To discuss the strategies of AXA to grow through acquisitions.

Industry	Financial Services
Reference No.	GBE0049
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AXA; Claude Bebear; Mergers and acquisitions; Equitable; Union des Assurances de Paris (UAP); Consolidation in European insurance; Third insurance directives; European Union; Market value of European insurance companies; 10 largest insurance mergers and acquisitions; Royale Belge; Guardian Royal Exchange; Mutual of New York (MONY); AXA Financial; Henri De Castries.

China's Credit Tightening: Impact on Small & Medium Enterprises

China maintained a remarkable average annual GDP (gross domestic product) growth rate of more than 9% for more than a decade. By late 2003, its economy

started showing signs of overheating. In order to prevent a bubble burst of the economy and to ensure a soft landing, the Chinese government took various steps to curb the unsustainable growth rates. Many direct and indirect actions initiated by the government forced the local banks to hold back loans for new projects. This directive of the government hit the privately-owned small and medium enterprises (SMEs) the hardest, leaving them with very little avenues to raise funds.

Pedagogical Objectives

- To discuss the state of SMEs during the credit squeeze phase
- To discuss the alternative measures that these enterprises were planning in order to raise funds.

Industry	Not Applicable
Reference No.	GBE0048
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China's credit tightening; Small and medium enterprises; Overheating Chinese economy; Gross domestic product; World Trade Organisation; Credit squeeze; Excess liquidity; State-owned enterprises; China Council for Promotion of Private Economy; China Banking and Regulatory Commission; Interest rate flexibility; Over investment, fixed asset investments; Non-performing assets, loans; Real asset prices; Unemployment.

Proton: The Malaysian Car Maker's Troubles and Challenges

Proton, the brainchild of the erstwhile Prime Minister of Malaysia, Dr. Mahathir Mohammed, has enjoyed preferential treatment from the Malaysian government since its inception. After two decades of its genesis, when time is running out for Malaysia to liberalise its auto industry, Proton still seems to remain a child, not having grown with the market realities. With limited time at its disposal, Proton's future looks uncertain.

Pedagogical Objective

- To discuss the role of the protectionist policies in the decline of the Malaysian pride, 'Proton' and the strategies it has adopted to survive beyond 2005.

Industry	Automobile Manufacturing
Reference No.	GBE0047
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Malaysian national car; Mitsubishi Motors; Protectionism in Malaysian automobile sector; Import tariffs in Malaysia; Japanese cars in Malaysia; Malaysian automobile sector; Asean free trade area (AFTA); Common effective preferential tariff (CEPT) scheme; Group Lotus Limited; Proton City; Proton 'Gen 2'.

Brazil's Dilemma: Forests or Foreign Exchange?

The Amazon forests of Brazil are the world's largest rainforests. But in the last three decades huge areas of the Amazon basin have been deforested. During the 1970s and the 1980s, the government introduced policies, like provision of subsidised loans, providing easy credit and cutting of import duties, which encouraged cattle ranchers to settle in the Amazon region. As the number of cattle ranchers increased, the areas of deforestation also rose in the Amazon basin. After the devaluation of the real in 1999, the international demand for Brazilian beef grew. Increasing exports of cattle beef helped Brazil to accumulate comfortable levels of foreign reserve and to maintain the exchange rate of the real.

Pedagogical Objective

- To discuss the situation faced by the Brazilian government, wherein it has to decide between preserving the Amazon forests and increasing its foreign reserve.

Industry	Not Applicable
Reference No.	GBE0046
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Brazil's forests, foreign exchange; Cattle beef, cattle ranchers; Agricultural products; Domestic demand; Environmental organisations; Deforestation; Brazil exports and imports; Tax cut programmes; World Resources Institute; Amazon forests; Brazilian Agency for Forestry and Environmental Affairs; Devaluation of the Mexican peso; Centre for International Forestry Research; Brazil's economy, balance of payments; Fernando Henrique Cardoso.

Japan: Why not in China?

Japan and China are two of the largest economies in Asia, together accounting for nearly 85% of Asia's gross domestic product. However, political misgivings and a bitter history between the two neighbours have prevented a widespread economic partnership between them. Top-class

Japanese firms like Toyota, Nissan, and Honda (automotives), Sony and Hitachi (electronics) have struggled to make a mark in China. Japanese electronics firms have a mere 5% share in the Chinese market.

Pedagogical Objectives

- To discuss the possible reasons for which Japan could have stayed away from entering China in a big way
- To understand how the existing Chinese complementary business and market conditions, with its low cost labour and a growing domestic market, could serve as a major production base for Japanese firms, which are looking to become more competitive globally
- To discuss whether Japan should be willing to forge an extensive partnership with China to achieve mutual benefits.

Industry	Not Applicable
Reference No.	GBE0045
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Japan-China relations; Open door policy; Bilateral trade between Japan and China; China's accession to the World Trade Organisation (WTO); Japan-China political relation; Japanese direct investment in China; Foreign direct investments (FDIs); Toyota Motor Company; Free Trade Agreements; Japanese, Chinese economy; Japan External Trade Organisation (JETRO); Recessionary economy; Gross domestic product (GDP); World Trade Organisation; Three Pillar Free Trade Policy.

Indian BPO Industry: A Changing Landscape

In a development that promised to change the face of the Indian business process outsourcing (BPO) industry, global giant IBM announced in April 2004, its plan to acquire Daksh e-Services, one of India's largest BPO companies. Within a week of this announcement, Citigroup also announced its plans to increase its stake in its Indian BPO subsidiary to 100%. While some saw these developments as vindication of India's emerging status as a services superpower, others believed that these acquisitions could be reflective of a lacuna in the management of these BPO companies.

Pedagogical Objective

- To discuss the strengths and weaknesses of the Indian BPO industry as it went through a period of consolidation.

Industry	Indian BPO Industry
Reference No.	GBE0044
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian business process outsourcing (BPO) industry; Business process outsourcing; Daksh e-Services; Comparative cost advantage theory; Information technology enabled services (ITES); e-Serve International; Customer relationship management; Unemployment; Mergers and acquisitions; Productivity; Low cost destination; NASSCOM (National Association of Software and Service Companies); International trade; free trade; Citigroup; Off-shoring hotspot.

Dotcoms in India

The success of Hotmail, eBay and Yahoo! inspired many young Indian entrepreneurs to launch their own websites. Dotcoms flourished in India and abroad in the late 1990s, fuelled by venture capitalists that invested millions of dollars in dotcoms with untried business models. The year 2001 brought an end to many a dotcom dream in India, as most of them failed to survive. But dotcoms with sound business plans backed by well-defined revenue models became profitable.

Pedagogical Objectives

- To discuss the factors that contributed to the success of some of the dotcoms, and the collapse of numerous others
- To understand the misgivings that contributed to the collapse of dotcoms in India.

Industry	IT
Reference No.	GBE0043
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dotcoms in India; Dotcom failures; Indiabulls.com; On-line stock trading; Career and job websites in India; Naukri.com; Contest2win.com; Indian IT industry; Baazee.com; Horizontal portal; Indya; Home Trade; Revenue models; Business models; Venture capitalists.

Comparative Cost Advantage and the American Outsourcing Backlash

Offshoring had become a contentious issue during the American Presidential elections. The roots of the controversy sprang from the disparaging growth of jobs in the US

despite economic recovery. Proponents of offshoring derived their arguments from the theory of comparative advantage. They believed that it was in America's best interest to take advantage of low cost, skilled labour in countries like India. Studies showed that the net benefit of offshoring was greater to the US and that it helped create rather than destroy jobs in the parent country. Research also pointed out that the major cause of anemic job growth was the productivity gains by American companies and that newer and better paying jobs would soon be created, albeit with some short run friction. Detractors, however, believed that export of service jobs, or offshoring, was the major reason for job losses. They rejected the application of the theory of comparative advantage, as its assumptions of the immobility of labour and capital were not being satisfied in the case of outsourcing.

Pedagogical Objectives

- To discuss whether the American backlash against outsourcing is justified
- To gain a deeper understanding of the benefits of outsourcing to America and how it creates jobs rather than destroying them.

Industry	BPO
Reference No.	GBE0042
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Comparative cost advantage theory; American outsourcing backlash; Absolute advantage; Low cost countries; Inflation and interest rates; High real wages; US gross domestic product (GDP); Unemployment; Expertise and efficiency of labour; Productivity; John Kerry; Information Technology Association of America; International trade; Free trade; Offshoring.

Chinese State-owned Enterprises: The Challenges

China has long dominated the world manufacturing sector by virtue of its low cost labour and China's state-owned enterprises (SOEs) have been the principal drivers of the industry by providing the essential raw material-dominating the capital-intensive sectors such as power, steel, chemicals, machinery, and providing employment. Post 1978, China has been making a concerted effort to transform its 'planned economy' into a 'socialist market economy' by restructuring its problem ridden state-owned enterprises and making them profitable global players.

Pedagogical Objectives

- To discuss the problems faced by the state-owned enterprises in China
- To discuss the importance of these institutions to the Chinese economy.

Industry	Not Applicable
Reference No.	GBE0041
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

State-owned enterprises (SOE); Iron-rice bowl; Soft-budget constraints; Governmental subsidies; Non-performing loans (NPLs); Zhuade Fangxiao; Corporate governance; State Assets Supervision and Administration Commission; Gaizhi; Shanghai Boasteel Group Corporation; China National Offshore Oil Corporation (CNOOC); Haier Group; Productivity; Bankruptcy; SOE reforms.

Business Environment in China

By 1990, China had become a popular destination for foreign direct investment (FDI). There was an unprecedented boom in the FDI inflows into the country. Many companies made China their preferred manufacturing base. However, a number of them had a different and unpleasant experience. With examples of five well-known companies including Pepsi, Amway, Asian Strategic Investments Corporation (ASIMCO), Yamaha and McDonnell Douglas, this case helps the reader to understand the experiences of some of these earlier entrants that had invested heavily in China.

Pedagogical Objective

- To discuss the factors affecting the functioning of foreign companies in the light of tough business environment existing in the country.

Industry	Not Applicable
Reference No.	GBE0040
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Business environment in China; Special economic zones; Sichuan Pepsi; Amway (China) Company Limited; Asian Strategic Investments Corporation (ASIMCO); Yamaha; McDonnell Douglas; Bank of England; Foreign direct investment; Guanxi; Joint ventures; Intellectual property rights; Deng xiaoping; Low cost destination; cheap labour; Protectionism.

Entertainment and Media Outsourcing in India

In the past decade India emerged as a major outsourcing hub for the American and European companies, for their various business processes ranging from call centres to internal processes. In the last few years, a new opportunity in the form of low costs and high expertise has beacons the who's who of the entertainment and media business across the world to source their requirements from India. International marketing research houses, top publishing conglomerates and media companies started outsourcing a range of works and processes to India. The foreigners viewed India as an ideal destination because of the country's technical expertise and low cost factor.

Pedagogical Objectives

- To discuss the rise of entertainment and media outsourcing in India
- To discuss India's cost effectiveness vis-à-vis US, Canada, Korea, Taiwan and Philippines.

Industry	BPO
Reference No.	GBE0039
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Entertainment outsourcing in India; Media outsourcing in India; Outsourcing in India; Pentamedia graphics; India's cost advantage; Competition from other countries; Outsourcing in animation.

Silicon Fen: The Cambridge Clusters

Silicon Fen, the cluster of hi-tech companies in and around Cambridge University, has to its credit a host of high-tech companies that are spin-offs of the research that takes place at the university. Ever since its foundation in the 12th century, Cambridge University has been associated with major scientific discoveries that have been translated into a commercial success. The hi-tech cluster around the university has been instrumental in creating much wealth for the regional and national economies.

Pedagogical Objectives

- To discuss the factors that helped the development of the cluster
- To discuss the challenges ahead and how various players associated with Silicon Fen are trying to address the challenges.

Industry	IT
Reference No.	GBE0038
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cambridge; Silicon Fen; Clusters; Hi-tech companies; Venture capital; Start-ups; Arm; Silicon Valley; Cambridge science park.

Japan: Employing the Unemployed

After World War II, Japan focused all its efforts on its economy. The country's gross domestic product grew by stunning rates in the 1950s and 1960s, and continued as the world's second largest through the 1980s. In the 'lost decade' that followed, it seemed as though the 'Japanese miracle' was being dismantled by the long-lasting recession in the economy. As downturns in the economy reflected surges in the unemployment rates, measures to create employment had become a key issue in government policy, especially in the wake of increasing corporate restructuring.

Pedagogical Objectives

- To discuss the measures employed by the Japanese government in tackling the unemployment problem
- To discuss the need for alternative sources of labour in a predicament of country's ageing population, declining birth rate, and decreasing human resources.

Industry	Not Applicable
Reference No.	GBE0037
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Japan; Economic recession; Unemployment; Employment measures; Lost decade; Structural reforms; Corporate restructuring; Deregulation; Ageing population; Outplacement firms; Labour; International Monetary Fund (IMF); Human resources.

SMEs in Thailand: The Governmental Initiatives

For a long time small and medium enterprises (SMEs) had been the staple sector of the Thai economy. Contributing 39% to the country's gross domestic product (GDP) in 2003, SMEs constituted 99% of the total establishments in the country employing 69% of the country's work force. Apart from this, the Thai SMEs also processed raw materials for export.

Pedagogical Objective

- To discuss the governmental support enjoyed by the SMEs in Thailand and the measures taken by the government with an objective of increasing SMEs' GDP contribution to 50% by 2006.

Industry	Not Applicable
Reference No.	GBE0036
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Thai economy; Small and medium enterprises (SMEs); Small Industry Credit Guarantee Corporation Act (SICGC), Thailand; Thai industrial sector; Government support for SMEs; Institute for SME Development (ISMED); Small and medium enterprises; Office of small and medium enterprises promotion; Development of SMEs; Asian currency crisis; 10 August package; Small Industry Finance Corporation (SIFC); Small Industry Credit Guarantee Corporation Act (SICGC); Financial Advisory Centre (SAFC).

America's BPO Backlash: The Highs and Lows

America has increased exponentially over the last six months. The corporate top brass and experts however, have staunchly defended their decision to outsource, stating that the job shifting to developing nations with well-qualified human resources is necessary for the American companies to retain their competitiveness. While the pain is real for the people who have been rendered jobless, some politicians have chosen the issue to play on the minds of the populace, accusing outsourcing as a potential source for recession and jobless growth.

Pedagogical Objective

- To discuss the free trade versus protectionism debate and whether a country can survive by sticking to one of the two views.

Industry	BPO
Reference No.	GBE0035
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Outsourcing; Business process outsourcing (BPO); American backlash; Free trade; Unemployment; Job churning; Protectionism.

Canada: A Hotbed of Telemarketing Frauds

Telemarketing had its roots in the US in the 1950s and 1960s, when it was mainly used by insurance companies to increase their prospective customer base. With the deregulation in the telecommunication sector, cross-border telemarketing increased rapidly due to a fall in international call rates. However, cross-border telemarketing also gave rise to telemarketing frauds as the fraudsters found it convenient to dupe gullible customers across the border for huge sums with nominal investments. By the 1990s, Canada gained prominence as a major hub for telemarketing frauds as Canadian fraudsters started fleecing US customers apart from their domestic victims. Despite co-ordinated efforts by the law enforcement agencies of the two countries, fraud operations still persisted.

Pedagogical Objective

- To discuss how Canada became a major centre for telemarketing frauds and the initiatives taken by the US and the Canadian law enforcers to curb the problem.

Industry	Telemarketing
Reference No.	GBE0034
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

USA; Canada; Telemarketing; Telemarketing frauds; Phone busters; Ontario Provincial Police; Royal Canadian Mounted Police (RCMP); Project colt; Federal Bureau of Investigation (FBI); Federal Telephone Consumer Protection Act; Federal Trade Commission; Telemarketing sales rule; Deceptive Mail Prevention and Enforcement Act; Federal Communications Commissions; Verizon Communications.

Halliburton: Costly Connections?

Halliburton, the US-based oil and gas exploration services provider, for a long time was known for the glorious achievements that placed it in the league of the world's best in the industry. The company was in the news recently, although for the wrong reasons. It was alleged that Halliburton was a beneficiary of its connections in the government and that it had overcharged the government for the services it provided. While the critics felt that the company benefited because Dick Cheney, Vice President of the United States, was the former CEO of Halliburton, the company defended itself

saying that they got the contract not because of 'who they know' but because of 'what they know' .

Pedagogical Objectives

- To discuss the controversies the company is mired in
- To discuss whether negative publicity harms companies' performance in the market and if so to what extent.

Industry	Oil and Gas Exploration Services
Reference No.	GBE0033
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Halliburton; Political connections; Dick Cheney; Asbestos liability; Iraq controversy; Rebuilding Iraq; Scandal in Nigeria.

Doctoral Blues in the US B-schools

Since the 1990s, the US has been witnessing a declining trend in the production of business doctorates that totaled only 1,071 in 1999-2000. With 40% of the doctorates heading straight for the corporates, the US business schools are running short of qualified doctoral faculty.

Pedagogical Objective

- To discuss the reasons for and the implications of the declining trend in the production of business doctorates in the US.

Industry	Education
Reference No.	GBE0032
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sloan School of Management; Business PhDs; National Opinion Research Center; Association to Advance Collegiate Schools of Business; Doctoral Faculty Commission; Doctoral faculty shortage; B-schools; Executive programmes; National Science Foundation; Funds for PhD programme; Recommendations; Clinical faculty.

Thailand's Land Energy Bridge Project: Costs and Benefits

In 2003, Singapore was the hub of the Southeast Asian oil trade. The Government of Thailand, as part of a strategic plan to



become the 'Regional Energy Centre', planned to construct a 'land energy bridge'. This project was estimated to cut down the shipping route between the Middle East and Southeast Asian nations, saving the freight costs. Some oil-analysts were skeptical about the commercial viability of the project. However, the government was keen to develop the project and challenge the monopoly of Singapore in the Southeast Asian oil trade .

Pedagogical Objective

- To discuss the costs and benefits of the project for Thailand and the implications of the new projects on the Southeast Asian economy.

Industry	Shipping and Transportation
Reference No.	GBE0031
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Thailand land energy bridge project; Regional Energy Centre; Deep-water oil project; Sriracha Oil trading hub; Strait-of-Malacca; Kra Canal; Isthmus; Thailand's strategic plan; Thaksin Shinawatra; Thailand petroleum trading; Tax free zones; Crude transportation pipeline project; Single point mooring; Supachi Panitchpakdee; Prommin Lertsuridej; Shipping logistics.

Startups in Europe: A New Lease of Life?

Europe's performance in the entrepreneurial arena had been lacklustre for the past twenty years. Low economic growth, nascent venture capital communities, inflexible labour laws and bureaucratic interventions were considered to be the reasons. Apart from the peripheral countries like Ireland, Finland and Iceland, the number of start-ups in the core Euro-zone had witnessed a decline. However, things started looking up after 2002, especially in Germany, thanks to bold regulatory reforms ushered in by Chancellor Gerhard Schroeder. There had been a substantial increase in venture capital funding, especially in early-stage investments.

Pedagogical Objectives

- To discuss the causes of low performance of Europe in entrepreneurship and the challenges faced by European entrepreneurs
- To discuss the sustainability of the spurt in the number of start-ups and how the bigger nations can benchmark themselves with countries like Finland and Ireland.

Industry	Not Applicable
Reference No.	GBE0030
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Entrepreneurship; Europe; Germany; Gerhard Schroeder; Start-up challenges; Accenture study on entrepreneurship; Neil Rimer; Meisterbrief; Ich AG; Corporate venture capital; Jean-Bernard Schmidt.

Life Insurance Industry in China

China's life insurance market was at a fledgling stage and had a tremendous growth potential because of the huge population of 1.3 billion. In fact, with the setting up of the China Insurance Regulatory Commission (CIRC) in 1998, the industry witnessed a transition from a straggled state of affairs to a methodical one. Till 2001 the industry had resisted free foreign entry and thus had very minimal foreign participation. With China getting accession to the World Trade Organisation (WTO), experts envisaged a depletion in the market domination of the local players. Foreign majors had lined up for the market entry, hoping for a major chunk of the 'big cake'.

Pedagogical Objective

- To discuss the evolution of the Chinese life insurance industry, its present status and challenges ahead for both domestic and foreign insurers.

Industry	Life Insurance
Reference No.	GBE0029
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Life insurance industry in China; Industry background; WTO (World Trade Organisation) accession; Entry of foreign insurers; Market growth; Economic growth and implications; Regulations; China Insurance Regulatory Commission; Insurance depth; Insurance density; Market share of the industry.

Drug Advertising in the US: Issues and Implications

Ever since the Food and Drug Administration (FDA) deregulated drug advertising in 1997, American televisions, newspapers and magazines were inundated with numerous direct-to-consumer advertisements. Advertising of prescription drugs suddenly became the fourth largest advertising category in the US; surpassed only by automobiles, restaurants and

movies. In 2002, American consumers spent nearly \$150 billion on drugs and medication and the figure was projected to touch \$254 billion by 2005. Critics, ranging from non-profit organisations to consumers, argued that the deregulation boosted consumer spending on drugs. As a result, the FDA found itself in a difficult position to defend its policy on advertising of drugs. But in February 2004, the FDA took a stricter stance and issued a new set of guidelines to make the drug adverts more consumer-friendly.

Pedagogical Objectives

- To discuss the interplay of direct-to-consumer advertising and consumer drug spending
- To discuss the impact of the FDA's guidelines on the concerned groups.

Industry	Not Applicable
Reference No.	GBE0028
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Drug advertising in the USA; Prescription drugs; Advertising practices; Direct-to-consumer drug advertising; Federal Trade Commission; Patient package insert; Vioxx; National Institute for Health Care Management; Top DTC (Direct-to-consumer) spenders; Food and Drug Administration (FDA); Deregulation of drug advertising.

'Clinical Trials': Outsourcing to India

With escalating operational costs, patent expiries and high research and development (R&D) expenditure, global pharmaceutical companies have been looking to outsource their manufacturing and R&D development to 'low cost' countries such as India and China. The Tufts Center for Drug Development established that the cost of bringing a new drug into the market was between \$802 and \$880 million and took about 15 to 17 years. Clinical trials (CTs) are a major part of these costs. Many global companies outsource this job to Contract Research Organisations (CROs). Analysts estimated that the CRO market would be worth \$20 billion by 2010. India, with its nimble chemistry skills, vast population, ethnic diversity, uninformed patients, ease of patient registration and low cost advantages both in research and manufacturing, caught the attention of global companies to conduct CTs.

Pedagogical Objective

- To discuss the numerous opportunities available to the global companies to

outsource and conduct CTs in the booming CTs market in India.

Industry	BPO
Reference No.	GBE0027
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Clinical trials (CTs) outsourcing; Indian pharmaceutical industry; Contract Research Organisation (CRO) market; Good clinical practices; Research and development (R&D); Contract manufacturing; Quintiles Transnational; Ethics committee; Independent Institutional Review Boards; Phase I, Phase II, Phase III trials; Drug Controller General of India; Indian Clinical Research Laboratories; Post 2005 product patent regime; United States Food and Drug Administration; Clinigene Clinpharm Siro Lotus Labs.

Eurotunnel: In Troubled Waters

The Channel tunnel is a 50.4 km long tunnel rail link under the English Channel between UK and France. The Channel tunnel is considered to be one of the greatest civil engineering projects of Europe. Both British and French governments decided against using public money and the contract was awarded to Eurotunnel Group, a major player in the European railroad industry. The project took eight years to complete and became operational on May 6 th 1994. However, with most projections about the traffic to utilize the Channel tunnel not materialising, Eurotunnel ran into losses and by 2003, and was submerged in a debt of £6.4 billion. With the situation deteriorating, a group of shareholders approached the court for a change in the management of Eurotunnel.

Pedagogical Objectives

- To understand the financial and operational problems faced by Eurotunnel and how it is restructuring its operations and financials to tide over the crisis
- To discuss whether the change in the management would solve the problem for Eurotunnel by increasing the traffic through the Channel tunnel or will the tunnel end up being an engineering wonder that people would like to admire but not use.

Industry	Railroad
Reference No.	GBE0026
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Eurotunnel; Channel tunnel; Construction; Raising finance; UK; France; Financial problems; Losses; Debt restructuring; Passenger services; Freight services; Channel tunnel railway link; Traffic volumes; Toll tariffs; Shoring up the balance sheet.

Business Confidence for FDI in India

India, with the second largest population in the world, offers huge business opportunities for investors. The 'protectionist' government policies held back the pace of economic growth of the country until the true economic reforms started in 1991. Although Indian foreign direct investment (FDI) increased from \$129 million in 1991-1992 to \$3,449 million in 2001-2002, it did not match the FDI growth rate of other developing nations, especially China.

Pedagogical Objectives

- To discuss the major factors affecting FDI inflows into India until 2003
- To discuss how the policy reforms in India had started to build up confidence among foreign investors.

Industry	Not Applicable
Reference No.	GBE0025
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Foreign direct investment (FDI) in India; Gross domestic product (GDP) of India; Balance of payments; Foreign investment promotion board; Foreign currency reserves; FDI inflows; Exports and imports; AT Kearney FDI confidence index; Developing nations; Special economic zones; Federation of Chambers of Commerce and Industry; Reforms; External commercial borrowings; Income Tax Act; Reserve Bank of India.

Indian Tourism Industry Over the Decades

In spite of having a competitive advantage in terms of geographical diversity and cultural richness, India could not harness its real potential as a global tourist destination. Ever since India's independence in 1947, the Indian tourism industry had suffered from political indifference and poor infrastructure. In the 1990s, when other South Asian countries like Singapore, Thailand and Malaysia, were outsmarting India by preparing top class

infrastructure suitable for high-end tourism experiences, the Indian government still considered the tourism sector as a luxury segment benefiting only a few. However, by the turn of the 21st century, the Indian government recognised the industry's potential as an employment generator and foreign exchange earner and started giving it a more appropriate policy focus.

Pedagogical Objective

- To discuss the importance of the tourism industry to the Indian economy and how India failed to leverage on it to generate substantial revenues.

Industry	Tourism Industry
Reference No.	GBE0024
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

Indian tourism industry; Global tourism; Asian tourism; Destination branding; Indian five-year plans; Budgetary allocations to tourism; Tourism and gross domestic product (GDP); Tourism and employment; Tourism and infrastructure; Incredible India campaign; Domestic tourism; Indian Tourism Ministry; Tourism and aviation industry; Tourism and hospitality industry; Tourism and government policy.

European Drug Pricing and its Implications

Due to lower drug prices in the European Union (EU), by the turn of the 21st century the per capita spending on drugs in Europe had been much less when compared to that in the US. Lower drug prices in Europe had resulted in cumulative savings of \$1 trillion since 1992. Although such huge savings were apparently lucrative, it was opined that Europe would be losing out to the US in the long run as higher drug prices in the US made it a more lucrative market for the drug makers. It was also opined that due to a higher probability of realising the money invested in the research and development of new drugs in the US, more and more drug manufacturers would shift their research centres to the US resulting in research and development job losses in Europe.

Pedagogical Objectives

- To discuss the underlying causes for price distortions between the EU and US
- To discuss how the European drug pricing regulations can be detrimental to the long-term health of the European drug industry.

Industry	Pharmaceutical
Reference No.	GBE0023
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

European Union; Lipitor; Drug price regulations in Europe; Health care systems in Europe; National Health Services in Europe; Reference pricing; Profit regulation; Product price controls; New molecular entities (NMEs); Research and development (R&D) investments in European drug industry; Pfizer Inc; Tamoxifen; Novartis; Monopsonist price setter; Drug price distortions.

Private Schools in China

The post-Mao China has seen unprecedented changes in Chinese economy and governance. Though critics have rebuked China for its conservative ideologue, the country has been on the watch list of many businesses. In the context of education, the Chinese have long suffered due to the lack of quality education. The dormant private schools in China could not do much to meet the education needs of the common man. Even the government showed laxity in its approach to improving the education system. China's growing demand for schools coupled with the weak education system was proving detrimental to the progress of the new generation .

Pedagogical Objectives

- To discuss the reasons behind the underdevelopment of private schools in China
- To discuss the reform process that the government has adopted as a means to liberalise the education sector. Of particular importance are the issues on the law of compulsory education and the government's reluctance to accept 'profit-making' as the objective of private schools .

Industry	Education
Reference No.	GBE0022
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Post-Mao economic reforms; Sishu; Reform process; Draft decision on reforming the education system; Law of compulsory education; China's education system; Elite schools; Outline of the Chinese education reform and development; State Education Commission; Profit making objectives; Principals' responsibility scheme; Confucius.

Japanese Universities: The Challenges Ahead

Since the 1990s, the Japanese education system had been in a reform phase, trying to improve its efficiency and meet the global standards of education. In the early 1990s, Japan experienced a decline in the population of students less than 18 years of age, the prospective age of applicants for various courses in universities. There was an increase in the competition among the universities, and too many of them (national, public and private universities) were competing for too few students. With the changing situation, Japanese universities faced many new challenges, which played a key role in creating a globally competent Japan for the 21st Century.

Pedagogical Objectives

- To discuss the challenges that lie ahead of the Japanese universities
- To discuss Japanese education system .

Industry	Education
Reference No.	GBE0021
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Higher education in Japan; Japanese universities system; National universities; Private universities; Public universities; Structural reforms; Adult education programmes; Corporate and university co-operation; Demographic problems; The US economy; Beef exports and imports; UN Food and Agricultural Organisation; National Cattlemen's Beef Association; Ann Veneman; Meiji System.

New Work-Time Regulations: Is Britain Ready?

The Working Time Directive adopted by the European Union's (EU) Social Affairs Council in 1993 governs working time regulations in the EU member states. It set a maximum limit of 48 hours per working week. Following the adoption, Britain negotiated for an 'opt-out' provision that allowed individual employees to waive their rights to the 48 hour limit. But recently, many have started questioning the relevance and operational veracity of the opt-out.

Pedagogical Objectives

- To discuss the impact of long working hours on Britain's work force. It examines the relationship between working hours and productivity
- To discuss the views of the trade unions and the Confederation of British Industry on the opt-out.

Industry	Not Applicable
Reference No.	GBE0020
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Work-time regulations; Working Time Directive (1993); European Commission; Anna Diamantapoulou; John Cridland; The opt-out; Productivity in Britain; Protirement; European Union Social Affairs Council; Confederation of British Industry; Working hours in Europe; SiMAP; Flexible working hours.

Thaksin Shinawatra and The Thai Economy

Thailand was one among the four countries that was badly affected by the East Asian Crisis in 1997. During the post-1997 period, Thailand undertook a series of measures to restore the economy. In 2001, Thaksin Shinawatra was elected as the Prime Minister of Thailand. He implemented strategies such as 'Dual-Track' and formulated a five-year plan in a bid to steer and accelerate the economy.

Pedagogical Objective

- To discuss the events that led to the East Asian crisis, the strategies adopted by Mr Shinawatra in the revival of the Thai economy and the Challenges that lie ahead of Mr Shinawatra.

Industry	Not Applicable
Reference No.	GBE0019
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Thaksin Shinawatra; Thailand economy; Thai baht devaluation; Dual track plus; Thaksinomics; Economic stimulus packages; Bangkok international banking facilities; Thai public debt; South East Asian financial crisis; Thailand infrastructure investments; National Asset Management Corporation; National Economic and Social Development Board; Non-performing loans; Baht peg to the dollar; Thai real estate industry.

India as an Outsourcing Destination: Competitive Advantages and Core Competencies

Since the late 20th century, Business Process Outsourcing (BPO) to the developing countries by the companies of the developed nations, had become more a

necessity than an option. Outsourcing was viewed as an effective business strategy as it offered much more than just a cost advantage. By 2003, India had become a major global outsourcing destination because of its high intellectual capital, a huge population of English-speaking graduates, lower compensation costs, strong information technology infrastructure and a sustained government support. In the early 21st century, although India witnessed a rapid growth of BPO companies, it was facing competition from other potential BPO destinations like China, Ireland, Russia and Mexico. To strengthen its competitive edge, and further maintain and develop its core competencies, India was required to quickly move up the value chain and provide tailored services suited for different customer needs.

Pedagogical Objectives

- To discuss the evolution and growth of BPO in India
- To discuss the core competencies and competitive advantages of India as an outsourcing destination
- To discuss the challenges faced by India from other countries including China and Ireland.

Industry	BPO Industry
Reference No.	GBE0018
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Business process outsourcing (BPO); India; NASSCOM; Bangalore; Indian BPO market; BPO evolution; GE Capital International Services (GECIS); Captive outsourcing; Strategic alliance; Outsource model; ITES-BPO; Videsh Sanchar Nigam Limited (VSNL); International Development Corporation; Software technology parks of India; IT Act, 2000.

China's Retailing Challenges

Since the opening-up of the retail sector in 1992, China had transformed itself into a new haven for retailing by the turn of the 21st century. With China's signing of the World Trade Organisation Accession, it was envisaged that by 2005, the Chinese retail markets would be rapidly opened to the foreign players, which would make it difficult for the domestic retailers to survive. However, foreign retailers also faced certain unique challenges in the Chinese market.

Pedagogical Objective

- To discuss the challenges faced by foreign and domestic retailers in China against the backdrop of the Chinese retailing landscape.

Industry	Retailing
Reference No.	GBE0017
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China; Retailing since the 1990s; World Trade Organisation (WTO); Domestic retailers in China; Wal-Mart; Carrefour; Characteristics of the Chinese market; Government regulations; Distribution system in China; Hypermarkets; Consumption pattern; Joint ventures; Wholly-owned enterprises (WOEs); Shanghai Lianhua Supermarket; Shanghai Haulian Supermarket.

Outsourcing Trends in the Global Automobile Industry

From the early 20th century, the automobile industry grew rapidly into a global industry with the introduction of new technologies and trendier car models. Although the US dominated the global auto manufacturing till the mid 20th century, by the 1980s, Japan had become the world's largest producer of low cost high volume automobiles with 28.5% market share of the global auto market. As a result, major automobile companies in the US and in Europe witnessed severe competition and were forced to curtail costs and maintain profitability. To sustain costs, many companies started outsourcing or sub-contracting manufacturing processes to contract manufacturers. Soon, the companies started outsourcing the design and development of particular models to the sub-contractors. In the late 1990s, outsourcing in the automobile industry saw a major change when companies started offering contracts for manufacturing entire cars, from design to assembly, to the sub-contractors. With competition heating up in the niche segment of built-to-order cars, outsourcing seemed to be the most economically viable option to survive the price wars in the global automobile market, albeit with some of its inherent risks for both the manufacturers and the contractors.

Pedagogical Objectives

- To understand how the rise of Japanese carmakers hit the profits of the American and European carmakers
- The steps being taken by the American carmakers to cut costs especially through outsourcing right from design to assembly

- To understand the potential risks and benefits of outsourcing to carmakers.

Industry	Automobile Manufacturing
Reference No.	GBE0016
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Automobile industry; Outsourcing; Sub-contracting; BMW; Magna Steyr; Mercedes-Benz; Lean production; General Motors; Japan; Mass production; Risks of outsourcing; Built-to-order; Jeep; System integrators; Craft production.

Indian Railways: The Cost of Public Service

Celebrating its 150th anniversary in early 2003, Indian Railways (IR) is yet to see positive figures on its financial papers. Being India's biggest public sector undertaking with 1.5 million employees and a capital investment of \$10 billion, IR finds itself mired in bureaucracy and ideological constraints that has strangled its growth. With an extremely high operating ratio, it is neither able to cover its depreciation nor support its maintenance and expansion activities.

Pedagogical Objective

- To discuss the options before Indian Railways -whether to continue as a public utility service or restructure itself into a commercial enterprise.

Industry	Railways
Reference No.	GBE0015
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian Railways; Rakesh Mohan Committee; Railway budget; Rail India Technical and Economy Services Ltd (RITES); Indian Railway Construction Corporation (IRCON); Indian Railway Central Organisation for Telecom (IRCTC); Prakash Tandon Committee; Commercialisation of Indian Railways; IR (Indian Railways); Views on privatisation of Indian Railways; Railway finances; Partition of India; Pension liability of Indian Railways; Railway zones.

Russia: Taming the Oligarch?

The fall of Soviet Union in 1991 symbolised the victory of democracy over communism. In the rush to consolidate democratic forces, president Boris Yeltsin initiated several reforms in governance and economy. But the common man of Russia

was far from enjoying the fruits of democracy. Yeltsin's privatisation agenda of the 1990s, though acclaimed to be a success at that time, later posed serious hurdles to modern Russia. One of the offshoots of the privatisation programme was the emergence of Oligarchs, whose proximity to the Kremlin won them covert political favours and business deals. When Vladimir Putin came to power in 2000, the nexus of politics and Oligarchs started falling out. Though Putin partially succeeded in keeping a tab on Oligarchs' political activities, he could not sufficiently convince the world about the Kremlin's integrity. This has cost Russia dearly in terms of foreign investment and international diplomacy.

Pedagogical Objectives

- To discuss the reasons that led to the persecution and the eventual exile of Oligarchs
- To discuss the process of the infamous privatisation of the 1990s, which many observed was the root cause for Russia's present-day problems.

Industry	Not Applicable
Reference No.	GBE0014
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Oligarch; Mikhail Khodorkovsky; Bank Menatep; Yukos; Privatisation; Vladimir Putin; Anatoly Chubais; Boris Yeltsin; Boris Berezovsky; Vladimir Gusinsky; Vladimir Pontanin; Sibneft; Exxon-Mobil; Tax evasion; Communism.

Mahatir Mohammad and the Malaysian Economy

Under Mahatir Mohammad, Malaysia grew into a formidable South East Asia economy within 46 years of its independence. In spite of its small size and limited resources it became one of the most suitable places for investment in the world. As the prime minister of Malaysia for 22 years, Dr. Mahatir had to deal with many crises on the economic frontier.

Pedagogical Objectives

- To discuss the issues related to Dr Mahatir's policies to control the Malaysian economy during his term in office
- To discuss how Mahatir steered Malaysia through the Asian financial crisis of 1998.

Industry	Not Applicable
Reference No.	GBE0013
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Malaysian economy; Mahatir Mohammad; South East Asian financial crisis; Pegging of ringgit; Capital control policy; Malaysia; Foreign direct investment; Fiscal stimulus; Infrastructure projects in Malaysia; United Malay National Organisation; Malaysia's gross domestic product; Organisation for Economic Co-operation and Development; Post and pre-liberalisation period; Bank Negara Malaysia (Central Bank of Malaysia); Abdullah Ahmed Badawi.

Funding Crisis in Britain's Universities

In the UK, the tradition of the government funding university education is being questioned. The long held belief was that the responsibility of financing the higher education lies with the government. Typically while the universities incurred £8,000, they were charging only £1,125. The notion seemed to hold good when there were fewer students aspiring for higher education. But the steady increase in the number of students taking to higher education left a chasm between the funding and the costs universities incurred. As a result the universities are experiencing a funding crisis and are losing out their competitiveness. To tide over the crisis the Tony Blair government proposed to introduce a new system called 'Top-up' fees wherein the universities can charge higher fees (up to £3,000) and thereby cover costs.

Pedagogical Objective

- To discuss how the existing funding system is hampering the universities' progress and whether the proposed new system would be able to address the problem.

Industry	Education
Reference No.	GBE0012
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Britain's universities; Funding crisis; Top-up fees; Low government funding; Oxford University; Cambridge University; Endowments; Revenues from foreign students; Course costs; Repayments; Funding crisis in Britain's universities.

Labour Unions in South Korea

South Korea, under the authoritarian regime of Park Chung Hee, made amazing progress to become one of the powerful economies in the world. But the labour unions felt left out and oppressed during the regime. The transition to democracy resulted in powerful unions that frequently took to the streets to demonstrate their might. South Korean labour, which was once the engine of the economy, became a menace that endangered the economic progress.

Pedagogical Objectives

- To discuss the finer points of the Korean economy and the role played by labour unions in Korea's claim to fame
- To discuss the growth of unionism under the authoritarian regime of Park Chung Hee and the eventual transition to democracy
- To discuss how the unions turned out to be a menace for the economy.

Industry	Not Applicable
Reference No.	GBE0011
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Labour unions; Korean Council of Trade Union Representatives (KCTU); Federation of Korean Trade Unions (FKTU); Ulsan Typhoon; Chaebol; Organised labour; Layoffs; Coup d'etat; General Park Chung Hee; Hyundai; Reforms; Multiple unionism; Repressive rule; Transition.

Mario Monti vs Microsoft

Though antitrust suits were not new to Microsoft, the company's bitter battle with the European Commission of Competition attracted much attention and speculation. The Commission, headed by Mario Monti, alleged that Microsoft was leveraging its monopoly in the operating system market to dictate the server software and the media player market. The case was crucial to Microsoft as it was squaring off against one of the most powerful persons in Europe – Mario Monti, who rose to fame after he blocked the high-profile GE-Honeywell merger.

Pedagogical Objectives

- To discuss Microsoft's antitrust battles in the US and Europe
- To discuss about Mario Monti's stern actions against companies that violated European antitrust laws.

Industry	Professional Sports Teams & Organisations
Reference No.	GBE0010
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; Mario Monti; Microsoft's antitrust battles; European Commission of Competition; US antitrust laws; European antitrust laws; Microsoft's antitrust case in the US; Microsoft's antitrust case in Europe; Powers of the European Commission; GE-Honeywell merger debacle; Monopoly; Microsoft's bundling tactics; Statement of objections; Sun Microsystems' complaint.

The French 35-hour Workweek

In 1997, French government passed a legislation bringing down the official workweek from 39 to 35 hours. The legislation was driven by the government's belief that reduced work time and a cap on overtime would allow them to distribute jobs over the populace and thereby reduce unemployment levels. Though the initial results were encouraging, there were certain industries that started to feel that the legislation was against their interests. Voices of dissent began to escalate when unemployment levels shot up between 2002 and 2003. Intense debates over the usefulness of the 35-hour workweek raised doubts about its continuation.

Pedagogical Objectives

- To understand the historical and geographic perspective of unemployment in France
- To discuss how the 35-hour workweek was conceived to address the unemployment problem
- To discuss the initial results and the ongoing debate about the usefulness of the law.

Industry	Not Applicable
Reference No.	GBE0009
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

35-hour workweek; Unemployment; Recession; Geographical bias; Layoffs; Overtime; Economic development; Productivity; Job creation.

The US Steel Industry and the Tariff Policy of Bush

The US steel industry has been facing many problems such as price instability,

overcapacity, high legacy costs etc. In June 2001, President George W Bush requested the US International Trade Commission (USITC) to conduct a Sec 201 investigation. In response to the findings of USITC in March 2003, the President ordered a three-year 'safeguard' measure on many steel imports. The European Union and other Asian countries complained to the World Trade Organisation (WTO) that the tariffs imposed by the US broke the international trade rules. They also threatened to impose retaliatory tariffs on US-made products, if the US did not take back the safeguard measures. On the one hand, the US steel producers wanted the tariffs to exist, and on the other hand, the steel consumers and the foreign countries wanted Bush to lift the tariffs. In either case, Bush will have to pay the political cost for his decision, since the Presidential elections are to take place in 2004. In November 2003, the WTO decided that the tariffs imposed by the US broke the international trade rules and that they were illegal. Finally on December 4th 2003, Bush took the decision to lift the steel tariffs, 16 months earlier than originally planned.

Pedagogical Objective

- To understand how tariffs could be used as a means to protect domestic industry and the implications thereof in the light of international trade rules.

Industry	Steel
Reference No.	GBE0008
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US steel industry; Steel tariffs; America's protectionism; United Steelworkers Association; Sec 201 investigation; Safeguard measures; International Steel Group; US steel imports; President Bush's steel policy; World Trade Organisation; European Union; Trade barriers; European steel; Trade promotion authority; Free trade policy.

South Korea's Chaebol

South Korea's Chaebol, or the family-owned conglomerates, played an instrumental role in the post-war revival of the economy. The Korean government provided special incentives to Chaebol to realise their plans for economic development. But when the Asian financial crisis hit Korea, it had a disastrous effect on the economy and the overt nexus between the government and Chaebol was questioned, as some of the Chaebol went bankrupt, throwing light on the complexities involved in the Chaebol

system. Economists started blaming the Chaebol for reckless expansion and required them to restructure to become more transparent.

Pedagogical Objectives

- To discuss the governmental support enjoyed by the SMEs in Thailand and the measures taken by the government with an objective of increasing SMEs' GDP contribution to 50% by 2006
- To discuss how the Asian financial crisis and Chaebol's expansion brought the country to its knees and how Daewoo, the biggest of the Chaebol, went bankrupt. This case can be used in conjunction with the case 'Chaebol Reforms'.

Industry	Not Applicable
Reference No.	GBE0007
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Chaebol; Reforms; Asian financial crisis; Kim Dae Jung; Kim Woo Choong; Cross-holding; Economic development; IMF bailout; Daewoo bankruptcy; Chaebol restructuring; Daewoo; Origin of Chaebol; Park Chung Hee; South Korean economy; Chaebol bankruptcy.

Chaebol Reforms

This case can be used in conjunction with 'South Korea's Chaebol' (203-032-1). The cases concern Chaebol, or the family-owned conglomerates of South Korea. While 'South Korea's Chaebol' talks about the origin of Chaebol and the role of government in their development, this case discusses the restructuring initiatives of Chaebol. There is also detailed discussion on what steps the government took to push Chaebol reforms and how LG group restructured into a holding company, marking the beginning of a new era in South Korea's big businesses.

Pedagogical Objectives

- To discuss the government initiatives to reform Chaebol
- To understand the restructuring initiatives at LG, one of the five big Cheabol.

Industry	Not Applicable
Reference No.	GBE0006
Year of Pub.	2003
Teaching Note	Available
Struc.Assign.	Available

Keywords

Chaebol; Reforms; Asian financial crisis; Kim Dae Jung; Samsung; Cross-holding; Economic development; IMF bailout; Big Deal; Chaebol restructuring; LG's

restructuring; Holding company; LG Corporation; Hyundai and LG electronics swap; Chaebol bankruptcy.

Music Industry: Battling Online Piracy

The advent of Napster in 1999 took the music industry to a new battlefield – the Internet. In just two years of its operations, Napster exemplified the power of the Internet and the craze for music. On-line music piracy posed a more serious threat than was conceived. The industry, represented by the Recording Industry Association of America and International Federation of the Phonographic Industry, took concerted steps to tackle the illegal downloading of music. Though they succeeded in Napster's fall, they could not contain other Napster-like services, which became popular after Napster.

Pedagogical Objectives

- To discuss the series of steps taken by the industry to stop the 'Napsterisation' of music
- To discuss the advent of legal on-line music sites and their success as paid service providers.

Industry	Entertainment
Reference No.	GBE0005
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

iTunes; Music piracy; Napster; IFPI (International Federation of the Phonographic Industry) commercial piracy report; Music sales; World Intellectual Property Organisation; EMI; Sony; Universal; BMG; CD-ROM piracy; MP3; Kazaa; Pirated music market; Music piracy and organised crime.

Credit Card Debt in Britain

In 2003, Britain accumulated a lot of credit. According to a Bank of England report, credit card lending formed 7.16% of the total lending to individuals of the UK for the month of September 2003. Along with the increase in credit card lending, credit card debts also increased. The Bank of England revised its interest rate to keep a check on the increasing amounts of debt and inflation. The credit card lenders are dealing aggressively with their customers by going to the courts and also engaging bailiffs. They are also selling the debts to the debt collection agencies.

Pedagogical Objectives

- To discuss how the problem of accumulating credit card debt is contributing to the increase in the non-performing assets of banks and creating a vicious cycle in the economy
- To discuss what steps the Bank of England can take to deal with the problem.

Industry	Financial Services
Reference No.	GBE0004
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Credit card debt; Interest rate; Debt; Bank of England; Bailiff; Debt recovery; Net borrowing; Debtor; Creditor; British economy; Cardholders; Debit card; Banking; Lending; Debt repayments.

The Indian Pharmaceutical Industry: Opportunities and Challenges

To become part of the World Trade Organisation, India signed the General Agreement on Tariffs and Trade (GATT) in December 1994, packaged with it the trade related aspects of intellectual property rights. By virtue of signing the GATT, India was bound to relinquish the 'process patent' policy and recognise only 'product patents'. Protected by the 1970 Patents Act, Indian pharmaceutical companies survived solely on drugs that were reverse engineered. The growth of the industry was dependent on the generics market only. The blueprint for the future however depended on where the Indian pharmaceutical industry fit in the value chain and what steps were needed to move up in the chain. With many drugs going off patent, a huge opportunity in the global generics market is set to emerge. But the question is whether that alone is sufficient for the Indian companies to survive. Can the Indian pharma companies be global players post 2005?

Pedagogical Objectives

- To discuss the steps that the Indian pharmaceutical industry can take to move up the value-chain in the light of the GATT agreement
- To discuss the possible future growth opportunities for the Indian pharmaceutical industry and how the Indian pharma companies can prepare themselves to meet the challenges of the product patent era.

Industry	Pharmaceutical
Reference No.	GBE0003
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian pharmaceutical industry; Pharma value chain; Research and development; Drug Price Control Order; DPCO; Generic drugs and patented drugs; General Agreement on Tariffs and Trade; GATT; Product patents and process patents; Trade related intellectual property rights; World Trade Organisation; Generics market; Pharma industry challenges; Pharma opportunities and challenges; Formulations and bulk drugs.

French Bailouts

As a member of the European Union, France had to follow European Competition Commission (ECC) rules and regulations regarding state aid. However, France has been violating those provisions, sometimes openly and sometimes covertly. While the politicians seem to believe in free trade and competition, they resort to protectionist policies when their own industries are involved. These protectionist policies and state aid do not seem to serve the very purpose they are intended for.

Pedagogical Objectives

- To discuss the causes, which led to the bankruptcy of France Telecom, Credit Lyonnais, Bull and Alstom
- To discuss how the French government tried to save these companies and how ECC rules were violated
- To discuss whether the bailout by the government is justified.

Industry	Telecommunications Equipment
Reference No.	GBE0002
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

French bailouts; Bailout; State aid; European Competition Commission; European Union; France Telecom; Credit Lyonnais; Groupe Bull; Alstom; Enterprise de Recherches et d'Activites Petrolieres; Bankruptcy; Antitrust; Competition; State grants; European Commission.

Motorola in China

Since the 1990s, China has emerged as the largest market for mobile handsets, attracting major handset manufacturers in the world. However, despite being an early entrant, Motorola was not able to maintain its lead in China as competitors, especially the local players, were giving a tough time to the company.

Pedagogical Objective

- To discuss the importance of China as a market for Motorola and what Motorola is doing to counter competition and maintain its leadership in the market.

Industry	Telecommunications Industry
Reference No.	GBE001
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Motorola; China handset market; Mobile phones; Technology; China; Personal communications products; Repositioning; Motorola in China; Nokia; Telecommunications equipment; Competition in China handset market; Motorola and Chinese companies; Motorola's new products in China; Motorola and Eastcom; Motorola and Nokia.

International Trade and World Economy

Global Food Crisis (B): A Perfect Storm of Supply Crunch?

This case study, sequel to Global Food Crisis (A): A Silent Tsunami of New Demands?, is an attempt to vigorously bring to the fore of the deep seated malaise underneath the world wide food crisis of 2008. It shows how short term knee-jerk responses to banish food crisis get merely as temporary palliatives and long-term reliance then simply spawns boomerang effects. Various features behind food productivity have been explored and the trade offs faced in the food front discussed. The case study debates over globalisation vs food sovereignty, mechanisation of agriculture vs loss of crop land to urbanisation, GM seeds vs farmers' seed autonomy, agrochemical inputs vs soil fertility, irrigation vs environmental preservation while stressing the importance of research in food production. The case examines the cost-benefit aspects of rocket food. Whether global food crisis is to be imputed to adverse climate change coupled with rising population or it is an offshoot of purchasing powers in the lands of

marginalised is the point worth one's pondering.

Pedagogical Objectives

- To analyse the factors augmenting the supply side of food economics
- To explore the trade-offs in the quest for higher food production
- To discuss the new possibilities in expanding global food production
- To debate over the management of demand side and supply side to overcome the world food crisis.

Industry	Not Applicable
Reference	ITW0026
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Global Food Crisis, GM seeds, Trades-offs in Food Front, Seed Dependency Syndrome, Malthusian Law, Globalisation, Trade Liberalisation, Ricardian Theory of Comparative Advantage, Impact of Climate Change on Food Production, Rocket Food, Kmznet's Curve

Global Food Crisis (A): A Silent Tsunami of New Demands?

First in the sequel, this case study takes the readers down the lane of economic logic and factoids covering the relationship between GDP and meat consumption, between oil prices and food prices, between bio-fuels and climatic benefits, between money growth rate and inflation, between trade liberalisation and food prices. While the case navigates through the criss-crossing debates on food crisis, the icing of the cake comes in the form of a paradox that proclaims food price inflation is not a problem but a solution to the food crisis.

The global food crisis of 2008 that manifested itself in ugly riots and irrational export restrictions have threatened to destabilise both politics and economics of the world. While the unprecedented spike in food prices have the spooling potential of pushing 100 million additional people towards starvation, analysts and experts including politicians and bureaucrats have started playing the blame game of pinning down the factors accountable for this silent tsunami. In the process two catch-all leads have been recognised and powerful debates have been raised on the relative significance between the factors reducing food supply and the factors raising the demand for it. Whether the world wide fuel crisis has its roots in the US policy of diverting land from food grains to bio-fuel production or in the shift in dietary habits of the bulging middle class of the emerging

economies to animal protein-rich food, has become an epic issue.

Pedagogical Objectives

- To analyse the two categories of factors – demand-pull and cost-push – that cause inflation
- To examine the unique role of fuel in food price inflation
- To explain the impact of inflation on different categories of people
- To suggest solutions for food crisis by debating upon whether food crisis always means food price inflation.

Industry	Not Applicable
Reference	ITW0025
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

World Wide Food Crisis, Demand Pull Factors, Cost Push Factors, Food Price Inflation, Inflation vs Deflation, Bio-fuel production, Trade Liberalisation, Food Protectionism, Food Sovereignty, Emerging Economies and Meat Consumption

WTO and Doha Round 2008: A Pause or Breakdown?

Since the formation of the General Agreement on Tariffs and Trade (GATT) in 1947, its main objective has been to promote international trade between nations by reducing agricultural tariffs, export subsidies and domestic support, the major barriers to trade. To achieve its objective, GATT monitored eight rounds of negotiations starting with Geneva round in 1947 to the Uruguay round that lasted for 9 years. However, except the Uruguay round that succeeded in setting targets regarding reduction in tariffs, domestic support and subsidies by both developed and developing countries none of the rounds was successful. What were the reasons for the continuous failure of the rounds, when the objective of all the member countries has been the same?

In 1995, World Trade Organization (WTO) replaced GATT to carry forward the same noble objective – remove barriers and uplift the developing nations. The major negotiating round post WTO's formation was 'The Doha Development Round' in July 2008. However, not surprisingly, this round also collapsed on the 9th day on the issue of usage of 'Special Safeguard Mechanism' by developing countries. Interestingly, Regional Trade Agreements (RTAs) between two or three neighbouring countries have had a higher rate of success than Multilateral Trade Agreements (MTAs). When RTAs could

be successful, why couldn't developing and developed countries meet on a consensus with regard to MTAs? In spite of benefits from trade liberalisation, why do these trade negotiations continuously fail? Who should be blamed for the failure of the Doha Round? The case delves into the same issues.

On November 15th 2008, few of the member countries decided to conclude the Doha round and meet in December 2008 for the same. Will this round be successful? The case also explores into the measures that need to be taken to make all the member countries think and act alike.

Pedagogical Objectives

- To understand the historical relevance of formation of WTO (and GATT) and other MTAs
- To understand the difficulties in reaching consensus in MTAs and implementing those policies
- To analyse the reasons for the failure of Doha round of trade negotiations
- To debate on the way forward for this impasse and reflect on the relevance of MTAs in the light of increasing globalisation and bilateral trade in the world.

Industry	Not Applicable
Reference	ITW0024
Year of Pub.	2009
Teaching Note	Available
Struct.Assign.	Available

Keywords

GATT, Export subsidies, tariffs, Negotiations, international trade, regional trade agreements, G20, WTO, Domestic support, Uruguay Round, developed countries, developing countries

Trade Blocs, Free Trade Agreements and Preferential Trade Agreements: The New Drivers of World Trade

World War II left devastated a lot many industrialised economies then. One way to recoup was to mutually trade with those closer to home. Regional Trade Agreements (RTAs) were the norm in Europe, leading the way in 1950s with the initiation of European Coal and Steel Community (ECSC). Since then, the increasing number of regional trade blocs reflected an urge to integrate economies – for the potential benefits of scale, competition and location, offered by free trade. Though criticised – as motivated by political intentions rather than business objectives – the RTAs helped up global trade. However, as globalisation ushered in the new global trade order, which is believed to be based on business acumen,

RTAs are said to have lost their relevance. This case helps debate if RTAs have outlived their purpose and to discuss the factors that guide international trade in the 21st century. The case can be used to analyse the importance of new trends in cross-border trade for Multinational (MNCs) and Transnational Companies (TNCs).

Pedagogical Objectives

- To understand the need and relevance of trade blocs
- To appreciate the enablers behind globalisation and their impact on MNCs
- To highlight growing volumes of world trade and minimised political intervention in trade agreements.

Industry	Not Applicable
Reference	ITW0023
Year of Pub.	2008
Teaching Note	Available
Struct.Assign.	Available

Keywords

Trade Blocs; Free Trade Agreements; Preferential Trade Agreements; Absolute cost advantage; International Trade and World Economy Case Study; Comparative Cost Advantage; Foreign trade and trade barriers, Trade pacts and trade blocs; Globalisation; Phases of Globalisation; Regional Trade Agreements; Imports and exports; Foreign trade; Global inflationary pressures

NAFTA at Ten: Unfulfilled Promises in Mexico

On Jan 1st, 2004, the U.S.A, Canada and Mexico celebrated the completion of 10 years of one of the most controversial trade agreements, NAFTA. The free trade agreement, NAFTA, was to herald a new era of economic growth for the three NAFTA countries, especially Mexico. NAFTA did bring in enormous growth not only to U.S.A and Canada, but also to Mexico by increasing exports and FDI. NAFTA's appraisal, after a decade, reveals a lot of shortcomings, as against what the free trade supporters claimed. It is argued that Mexico's economic growth is dependent on the growth of the U.S. economy. A slowdown in the U.S. would result in a subsequent decline in the economic growth of Mexico, as witnessed during 2001. At the same time, many farm livelihoods in Mexico have been destroyed, real wages have decreased and there has been environmental degradation near the U.S.-Mexico border. Analysts feel that economic liberalization because of NAFTA has been incomplete in Mexico. It is felt that Mexico requires significant policy and institutional reforms to make NAFTA more effective. Critics feel that NAFTA is

an experiment in globalization, that went wrong and caused irreversible damage to Mexico.

Pedagogical Objectives

- To understand the working of a free trade agreement, with special reference to NAFTA
- To understand the industrial background and economic structure of Mexico
- To analyze whether the objectives of NAFTA have been achieved
- To analyze the gains and losses for Mexico due to NAFTA
- To understand the implications of the complete removal of agricultural tariffs by 2008 on Mexico's economy.

Industry	Economics, Politics and Business Environment
Reference No.	ITW0022B
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

NAFTA; Mexico; International; Trade; Maquiladora; Exports; FDI; Stability; Agriculture; Local Partnerships; North American; Free Trade Agreement; Tequila Peso; Natural Resources.

US Europe Trade Wars: The Case of Boeing vs. Airbus

Boeing and Airbus, for long, had dominated the market for large passenger aircraft. The battle often took acrimonious turns with even the governments pitching in for the companies. One such issue cropped up in late 2004. In late 2004, the US accused the European governments of subsidizing Airbus, giving it an unfair edge over Boeing. They filed a complaint before the World Trade Organization (WTO) in this regard. European Union (EU) too filed a counter-complaint alleging indirect subsidization of Boeing through offer of military and space contracts. The three month time to resolve the issue mutually expired on April 6, 2005. Now, analysts were wondering what turn the issue would take.

Pedagogical Objectives

- Trade disputes between countries
- Resolution of such disputes
- Subsidies by governments to their industries
- Business competition and the role of government
- Infant industry argument.

Industry	Aircraft
Reference No.	ITW0021B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Aircraft Industry; Boeing vs. Airbus; Infant Industry; Government Subsidies; Trade Wars; International Economics; Competition; World Trade Organization (WTO); Dispute Resolution; Duopoly; Politics and Business; Managerial Economics; Market structure.

WTO vs USA: The Byrd Amendment

The US Continued Dumping and Subsidisation Offset Act, known as the Byrd Amendment, was passed in October 2000. It was globally condemned for its non-compliance with the US' obligation to international trade laws. The Byrd Amendment gave rise to the largest trade dispute case in the history of the World Trade Organisation (WTO) with 17 countries contesting its legality. The WTO ruled against the US, but even after the imposition of trade sanctions the US refused to repeal the Byrd Amendment.

Pedagogical Objectives

- To discuss the position of the WTO as an authoritative trade regulatory body in the face of the US' stand
- To discuss the US' policies, its international obligations and its commitment to the WTO.

Industry	Not Applicable
Reference No.	ITW0020
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

World Trade Organisation (WTO); USAs anti-dumping laws; Continued Dumping and Subsidies Offset Act; Byrd Amendment; Subsidies; Agriculture appropriations bill; WTO Dispute Settlement Body; General Agreement on Tariffs and Trade (GATT); Anti-dumping Agreement; Agreement on Subsidies and Countervailing Measures (ASCM); Trade sanctions; International trade laws; Trade barriers; Taxes and duties.

US Anti-Dumping Duties on Shrimp Imports: Irrational Protectionism?

The imposition of the preliminary anti-dumping duty on shrimp imports had once again focused the world's attention on the anti-dumping practices of America. The

US Commerce Department imposed duties on shrimp imports from third world countries including China and India. The measure was severely criticised by the affected countries and they decided to fight against the irrational protectionist policies of the US.

Pedagogical Objective

- To discuss the impact of the anti-dumping duties on shrimp exporting countries.

Industry	Not Applicable
Reference No.	ITW0019
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Anti-dumping; protectionism; Shrimp industry; Developing nations; Southern Shrimp Alliance; US International Trade Commission (USITC); Byrd Agreement; US Commerce Department; American Seafood Distributors Association (ASDA); Tariffs; export barriers; Free Trade Agreements (FTA); World Trade Organisation (WTO); Fair market value; Unfair trade practices.

Saudi Arabia and Oil Prices: The Sultans of Swing

Crude prices hit all time highs in May 2004. As threats of oil induced – global economic recession built up, Saudi Arabian oil minister, Ali Naimi, proposed to increase OPEC (Organisation of Petroleum Exporting Countries) production by 2 million barrels per day, in an effort to cool the over-heated oil markets. However, as most other members were already producing above their quota limits, it fell upon Saudi Arabia, in its capacity as a swing producer, to ease supply pressures. The Saudi's, as controllers of a quarter of the world's crude reserves have a direct say in crude prices. But, some economists argue, Saudi Arabia's ability to swing prices might be dwindling.

Pedagogical Objective

- To discuss the role of Saudi Arabia in influencing the oil prices and the production quantity of OPEC, inwake of the threat of an oil-induced global economic recession.

Industry	Not Applicable
Reference No.	ITW0018
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Saudi Arabia and oil prices; Western Texas Intermediate; Oil economics; Brent International; Arabian American Oil

Company (ARAMCO); Oil shocks; Yom-Kippur war; OPEC (Organisation of Petroleum Exporting Countries); Oil supply and demand; Commodity exchange; Basrah oil terminal; Price swings; Oil reserves; Crude oil production.

Poland and the EU

Poland was one of the ten countries that joined the European Union (EU) on May 1st 2004. As the largest of the new members, with a rapidly developing economy, Poland is expected to leverage its membership to develop its economy and reduce unemployment. Critics have cautioned that the European Union's stringent fiscal policy requirements might curtail Poland's growth.

Pedagogical Objective

- To discuss the potential benefits and likely repercussions of Poland's EU membership.

Industry	Not Applicable
Reference No.	ITW0017
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Poland and the European Union; Polish gross domestic product; Handlowy W Warszawie Bank; European Treaty of Association; Central Bank of Poland; Corporate taxes; European Competition Commission; Growth and stability pact; Eurozone; Polish economic and monetary policy; Maastricht Treaty; Developing economy; Outsourcing; Unemployment rate; Foreign direct investment.

NAFTA: Achievements and Challenges

The North American Free Trade Agreement (NAFTA), that was signed by the US, Canada and Mexico in December 1992, came into effect from January 1994. Within six years of the implementation of the free trade agreement, the trade between the three countries had increased from \$109 billion (1994) to \$622 billion by 2000. NAFTA also had a significant impact on the three economies in terms of rapid growth in job opportunities and foreign direct investments. However, it was opined that NAFTA still had to confront certain challenges to achieve its objective of lifting all the trade barriers between the US, Canada and Mexico.

Pedagogical Objectives

- To discuss the impact of NAFTA on the trade between US, Canada and Mexico

- To discuss the various trade challenges NAFTA faced.

Industry	Not Applicable
Reference No.	ITW0016
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

North American Free Trade Agreement (NAFTA); North American economies; Free trade agreements; Regional trade blocks; Foreign trade; Association of Southeast Asian Nations (ASEAN); European Union; MERCOSUR; 1998 US-Canada free trade agreement; Globalisation; GATT; CARRICOM; Growth of gross domestic product in North America; Challenges of NAFTA; World Trade Organisation (WTO).

Mexican Experiences with NAFTA

The North American Free Trade Agreement (NAFTA) was signed in 1992 by the then Mexican President, Carlos Salinas, along with the Canadian Prime Minister, Brian Mulroney, and the US President, George Bush Sr. Since then, NAFTA had considerably influenced the Mexican political and economic environment, reinforcing the economic reforms in Mexico that began in the 1980s. By 2003, Mexico had graduated to be the ninth largest economy in the world from its 15th position in the early 1990s. However, NAFTA also posed certain challenges for Mexico that had to be answered for an overall development of the nation.

Pedagogical Objective

- To discuss the various positive and negative implications of NAFTA on Mexico.

Industry	Not Applicable
Reference No.	ITW0015
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mexico; North American Free Trade Agreement (NAFTA); Mexican economy; 1988 US-Canada Free Trade Agreement; Regional trade blocks; Andean Pact; European Union; Association of Southeastern Asian Nations (ASEAN); Treaty of Asuncion; Political reforms in Mexico; National Action Party; Institutional Revolutionary Party; Common external tariff; Group of three; Real wages in Mexico.

M&A Favorites: Cross Border Deals or Domestic Deals?

Mergers and acquisitions, both cross-border and domestic, are influenced by various strategic, financial and operational intentions. However, the underlying factors that determine their successes widely vary across the world. Research has shown that while in the UK, companies gain more from cross-border deals, in the US, domestic deals have been found to be more profitable than cross-border deals, mainly in operational performance.

Pedagogical Objective

- To discuss the global M&A trends and the dilemmas faced by corporates.

Industry	Not Applicable
Reference No.	ITW0014
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mergers and acquisitions; Domestic mergers and acquisitions; Cross border vs domestic mergers and acquisitions; Global mergers and acquisitions trends; Mergers and acquisitions in Asia; Mergers and acquisitions in America; Mergers and acquisitions in Europe; Challenges in mergers and acquisitions; Mergers and acquisitions in global pharmaceutical industry; Mergers and acquisitions in global financial industry.

Limiting China's Textile Exports: The Us's And Eu's Divergent Approaches

On January 1st 2005, the abolition of the textile quotas by the World Trade Organisation (WTO) opened the door for enormous opportunities for the developing countries to increase their textile exports in the lucrative European Union and US markets. By March 2005, due to massive export of textile and apparel items from China, textile industries in many developed countries started witnessing rapid job losses. Under pressure from their domestic textile trade associations, both the US and EU re-imposed quotas on Chinese textile imports. This resulted in a bitter trade dispute between the US, EU and China.

Pedagogical Objectives

- To discuss the effect of abolition of MFA on European and American textile markets
- To discuss the restrictive trade practices in a free global market.

Industry	Not Applicable
Reference No.	ITW0013
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Multi-Fibre Agreement; World Trade Organisation's (WTO) agreement on textile and clothing; Textile quota; Increasing US trade deficit with China; China's textile exports to the US and EU; Growth of China's textile industry; Paragraph 242 of WTO agreement with China; China's textile industry clusters; Job losses in the US and EU textile sector; Sino-EU textile deal; China's currency valuation; Importance of China to the US economy; Importance of China to the EU economy; Textile quota imposed by US on China.

Global Oil Prices: Demand Side vs Supply Side Factors

The heat of oil prices was strongly felt as the oil prices reached \$50 per barrel in early 2005 from \$10 per barrel in 1998. The prices were driven by the surge in demand in countries that included US, India and China and also the supply factors that had failed to meet the rise in demand. Although people expected the high price of oil to be sustainable for a longer term, some analysts were sceptical about the further increase in oil price and estimated the prices to fall, as in any other business cycle.

Pedagogical Objectives

- To discuss the role of OPEC in controlling the global oil prices
- To discuss the demand and supply factors affecting the oil prices and the challenges faced by the oil industry.

Industry	Not Applicable
Reference No.	ITW0012
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Organisation of Petroleum Exporting Countries (OPEC); Oil price; Demand and supply; Peak oil; Economics; China; USA; Oil reserve; Oil crisis; Yukos; Global oil production; Oil demand; Oil supply; Oil consumption; Saudi Arabia.

Formation of Central American Free Trade Agreement (CAFTA): The Business Logic

With a trade volume of \$31.9 billion between them in 2003, the US and the six Central American countries had a lot at stake in the formation of CAFTA (Central American Free Trade Agreement). After the agreement was signed on May 28 th 2004, CAFTA's probable impact on global trade had been debated all over the world. On June 30 th 2005, despite concerns over the disagreement between Republicans and Democrats, CAFTA was passed by a 54 to 45 vote in the US senate. On July 28 th 2005, CAFTA, backed by President George W. Bush and Vice President Dick Cheney, was passed by the US House of Representatives by a two-vote margin of 217 votes to 215.

Pedagogical Objectives

- To discuss the main features of CAFTA and the business logic behind its formation
- To discuss the various shortcomings in CAFTA, anticipated by trade experts.

Industry	Not Applicable
Reference No.	ITW0011
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Central American Free Trade Agreement (CAFTA) – Dominican Republic (DR); Trade between US and Central America; Caribbean Basin Initiative (CBI); Trade blocs; Free Trade Area; Regional trade agreements; Tariff liberalisation; Duty free market access; Conditional cash transfers; Decoupled income support payments; Free Trade Area of Americas (FTAA); North American Free Trade Agreement (NAFTA); Rules of Origin; Apparel trade in Central American countries.

FIFA and Terrorism Insurance

Insurance and reinsurance firms provide financial protection against natural catastrophes like earthquakes, fire, hailstorms, tornados, floods, ice storms; and also man-made catastrophes like terrorist attacks. The increasing magnitude of catastrophe losses led to many insurance and reinsurance firms going bankrupt. For example, the terrorist attack on the World Trade Center (WTC) led to the bankruptcy of many firms. AXA, a French insurance firm backed out of its contract with FIFA, after the WTC incident. As a result, FIFA turned to capital markets for insuring against a risk of cancellation of 2006 World

Cup matches. This was the first instance when the terrorism risk was transferred to the capital markets through catastrophe bonds. What are 'catastrophe bonds' all about? Can the capital markets do a better job than insurance industry?

Pedagogical Objective

- To discuss the implications of FIFA's tapping of the capital markets through catastrophe bonds and the implications therefore for the Insurance companies.

Industry	Not Applicable
Reference No.	ITW0010
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Catastrophe bonds (CAT); Terrorism insurance; Risk linked securities; Risk management solutions (RMS); Contingent surplus notes; Catastrophe options; Federation Internationale de Football Association; Zero beta; Equity puts; Securitisation; Contingent security; Risk sharing, shafting and shifting; Credit Suisse First Boston; Bankruptcy; Kenneth J Arrow.

European Trade with China

In 1975, when Europe re-established diplomatic relations with China, the bilateral trade was just \$2.4 billion. By 2002, the bilateral trade had grown to \$142 billion, making China the second largest trading partner of the European Union (EU) after the US. However, the trade deficit of Europe with China, which was a mere 0.1 billion euros in 1980 had surged to a colossus 47.3 billion euros by 2002.

Pedagogical Objectives

- To discuss the factors that helped the rapid growth in trade between Europe and China and the factors responsible for the European trade deficits
- To discuss the nuances of sustainability of trade deficits.

Industry	Not Applicable
Reference No.	ITW0009
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

European Union (EU); China; Foreign trade; Bilateral agreements between Europe and China; World Trade Organisation (WTO); China's economic reforms; Trade constraints in China; Tariff and non-tariff barriers in China; EU and China trade relations; Euro and European foreign trade; European community; China's WTO membership; Trade between Europe and

Asia; European Union's trade deficits; China's balance of payments.

EU and the Chinese Textile Quotas

The Shanghai Agreement signed between the European Union (EU) and China in June 2005, imposed restrictions on 10 categories of the Chinese textile exports. Prior to the agreement, the textile-manufacturing industries of the European countries (France, Spain, Portugal and Italy) faced competition from the low cost Chinese textile exports. The Shanghai deal helped to protect these European industries. However, the European textile retailers who had placed huge orders with the Chinese manufacturers before the signing of the agreement, were now faced with a shortage of stock supply. Soon after the agreement was signed, the textile imports from China exceeded the prescribed quota levels and European authorities would not allow the excess Chinese goods to cross the European boundaries. By the end of August 2005, more than 75 million Chinese garments were piled up at the EU ports. The governments of the Northern European countries like; Germany, Denmark and Sweden, that were home to some of the biggest European textile retailers, suggested the European Commission make changes to the textile agreement. In September 2005, amendments were made to the agreement and the quota levels of the imports from China were revised. However, the European retailers and the Chinese manufacturers felt that both the countries needed to come up with a better and permanent solution to maintain a long-term trade relationship.

Pedagogical Objective

- To discuss how the restrictions on Chinese textiles exports, imposed as result of the Shanghai Agreement signed between the EU and china resulted in losses both to the Chinese exporters as well as the European textile retailers, leading to its revision in September 2005.

Industry	Not Applicable
Reference No.	ITW0008
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

European Union (EU); China; Quotas; Tariffs; Textile industry; Multi-Fibre Agreement (MFA); Exports and imports; World Trade Organisation (WTO); European Commission; Trade; Textile-Specific Safeguard Clause (TSSC).

End of MFA: Impact on Developing Countries

The Multi-Fibre Agreement (MFA), which governed the world textile and apparel industry for over thirty years, came to an end on January 1st 2005. The end of the MFA was expected to herald the end of protectionism in the textile industry and usher in tremendous opportunities and uncertainties for the textile industries in developing countries.

Pedagogical Objective

- To discuss the impact of the end of MFA on the textile industries in various countries.

Industry	Not Applicable
Reference No.	ITW0007
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Multi-Fibre Agreement (MFA); Global textile and apparel industry; Developed countries; Developing countries; Textile quotas; Agreement on Textile and Clothing (ATC); Impact on developing countries; World Trade Organisation (WTO); Elimination of quota system; Istanbul Declaration.

Drug Price Distortions: US and Canada

In recent times, the high prices of branded prescription drugs in the US have been contrary to its commitments towards the welfare of its citizens, especially the elderly. This can be attributed to a misplaced patent regulatory mechanism, which on one hand limits the entry of cheaper generics and on the other, inflates costs as a result of a delayed drug approval process. This has led to a thriving illegal importation of prescription drugs from overseas, especially Canada. In such a scenario, the US faces an unenviable task of not only restricting the inflow of these drugs into the US markets but also giving impetus to the consumer access to cheaper drugs within the US.

Pedagogical Objective

- To understand the reasons for drug price distortions between US and Canada and how US can curb the growing importation of prescription drugs from other countries.

Industry	Not Applicable
Reference No.	ITW0006
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US pharmaceutical industry and Canadian health care industry; Drug price distortions; Prescription drugs; Internet pharmacy; Re-importation; United States Food and Drug Administration; USFDA; Public health maintenance schemes; Private insurance schemes; Intellectual property protection; Patents; Hatch-Waxman Act; Generic drugs; Medicare; Health maintenance organisation.

De Beers vs Lev Leviev: The 'Decartelisation' of the Diamond Industry?

De Beers held monopoly power in the international diamond market, for more than a century, by controlling supply, managing demand, and maintaining the prices of diamonds. The 1990s, however, witnessed certain changes in the industry, along with the geopolitical changes, which endangered De Beers' dominance in the market. Notably, the competition from new entrants such as the Lev Leviev Group raised doubts if the cartel could last.

Pedagogical Objectives

- To discuss the challenges faced by De Beers
- To discuss vertical integration, entry barriers, and make a political, economic, social, and technological (PEST) factors-analysis of the diamond industry
- To discuss how De Beers planned to sustain its dominant position in the diamond industry in the early 21st century.

Industry	Not Applicable
Reference No.	ITW0005
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

De Beers vs Lev Leviev; Decartelisation of diamond industry; The diamond syndicate; cartel; The Kimberley process; Forevermark; The Diamond Trading Company (DTC); Supplier of choice; Monopoly; Conflict diamonds; The Anglo-American Corporation; Ascorp; Alrosa; Namco; Debswana; Namdeb.

Credit Cards and Business Growth

Credit cards have been one of the most important revolutions in the way people pay for goods and services through the ages. Credit cards were first employed in the

1950s in the US and within half-a-century they were used in almost every country in the world. Despite high consumer debts, credit cards were encouraged in most countries as it was believed to spur consumer demand and boost economic growth. However, with the increase in the use of credit cards across the world, credit card thefts and personal bankruptcies also increased at a rapid rate. By the early 21st century, a new method of payment service called 'pay by touch' was conceptualised that could completely eliminate the need to carry cash and cards.

Pedagogical Objective

- To discuss the impact of credit cards on global business growth and the inherent risks underlying the rampant usage of credit cards.

Industry	Not Applicable
Reference No.	ITW0004
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Credit cards; Frank X McNamara; Diners Club; BankAmericard; MasterCard; Visa card; Fresno drop; Credit card debt; Credit card delinquents; Credit cards and bankruptcy; Pay by touch; Credit cards in USA; Risks involved in credit cards; Credit cards usage; Credit cards as a mode of payment.

Cancun Revisited

The success of the World Trade Organisation (WTO) trade talks held in Cancun, Mexico in September 2003, was very important. It could have reshaped the world's trading system by reducing barriers to trade. Such reshaping would have raised global incomes by \$2.8 trillion over the next decade. But hopes were dashed as Cancun fizzled out due to the deep differences between the developed and the developing nations.

Pedagogical Objective

- To discuss the issues at Cancun meet of the WTO.

Industry	Not Applicable
Reference No.	ITW0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cancun Mexico Summit; World Trade Organisation; Ministerial conference; Agreement on agriculture; Tariffs and subsidies; Special and differential treatment; General agreement on trade and tariffs; Least developed countries; Mike Moore;

European Union; Protectionism; G-21; Like-minded group of countries; Doha Declaration; Trade related intellectual property rights.

Cancun Ministerial Conference: An Impasse

Following the successful global trade talks at the Fourth World Trade Organisation (WTO) Ministerial Conference held in Doha in 2001, the Fifth WTO Ministerial Conference was held at Cancun in Mexico in 2003. The conference, which opened with the aim of reducing trade barriers and strengthening the international trading system, was stalled due to major differences between the developing countries and the developed countries on several issues, ending the conference in deadlock. While developed and developing countries blamed each other for the failure of the conference, others blamed the WTO. And for the next conference, to be held in Hong Kong in 2005, to be successful, both the developed and the developing countries have to contribute their share of the effort.

Pedagogical Objective

- To discuss the implications of Cancun Ministerial conference in the international trade.

Industry	Not Applicable
Reference No.	ITW0002
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

World Trade Organisation (WTO); WTO Cancun Ministerial Conference; G-23 nations; Doha development agenda; Developing countries; Developed countries; International trading system; Global trade talks; Non-Agricultural Marketing Access (NAMA) issues; Agricultural issues; WTO procedural issues; multilateral and bilateral trading system; Hong Kong Ministerial Conference; Trade distorting subsidies; Import duties and tariffs.

Bangladesh and the MultiFibre Agreement

Globalisation and the introduction of the MultiFibre Agreement (MFA) in 1974 had changed the Ready Made Garment (RMG) industry of Bangladesh. Within a very short period of time the RMG sector of Bangladesh attained prominence in terms of its contribution to Bangladesh's gross domestic product, foreign exchange earnings and employment. On January 1st 1995, the World Trade Organisation replaced the MFA with the Agreement on Textiles and Clothing (ATC). According

to the ATC, by 2005, the RMG sector had to be fully integrated into GATT rules and the existing quotas had to come to an end. The removal of quotas threatened to increase competition in the global garment industry and limit Bangladesh's growth. But Bangladesh could receive benefits under the Generalised System of Preferences and gain access to the EU and US markets, if it met the International Labour Organisation standards.

Pedagogical Objective

- To discuss the threats and opportunities for Bangladesh's RMG industry after the phasing out of the MFA.

Industry	Not Applicable
Reference No.	ITW0001
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bangladesh textiles industry; MultiFibre agreement and arrangement; Ready made garments; Agreement on textiles and clothing; Generalised System of Preferences; World Trade Organisation; Bangladesh gross domestic product; Bangladesh Garment Manufacturers and Exporters Association; European Union; Least developed countries; Backward linkages; Everything But Arms Initiative; Export processing zone; Core labour standards; Export quotas for LDC (least developed countries) garments.

Public-private Partnership

US Water Resource Utility and Management: Should it be Privatized?

The Water Industry is one of the three largest industries in the world (along with Oil & Gas and Electricity) in terms of assets deployed. It has been said by some that the global water industry today resembles the world petroleum industry in 1920. The supply of fresh water on our planet is no larger today than when humans first walked the Earth. However, there are now more than six billion people globally competing for this finite resource, which is becoming increasingly scarce by means of pollution. Available fresh water is less than 1% of all water on earth with the actual usable/accessible water supply less than 1/100th of this. A third of all nations are suffering from water stress. Since 1950 world population doubled, but water use tripled. When compared to any other industry, water has a more obvious and compelling business model with the most persistent demand and probably the most

predictable future. This is mainly because, there is no substitute for water and users cannot postpone purchases, there is a price-inelastic demand. Conveyance system to the end user creates a natural monopoly with huge barriers to entry and demand is unaffected by inflation, recession, interest rates, changing preferences, or inventory loss.

It is believed, that the water industry has more wind in its sails than any other global industry. To reduce municipal burdens water systems to privatise are encouraged, most often through investor owned companies. This trend saw tremendous momentum in the new millennium, more so in developed countries. Privatisation favors the buyer.

The privatisation of water combines an underlying business model with an inexorable demand and this is in perpetuity.

Pedagogical Objectives

- To discuss whether the US water utilities need to be privatised
- To understand the adversities and advantages of water privatization in a developed country like the US.

Industry	Public Utility
Reference	PPP0005B
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Water; Commoditization; Water Consumption; Water Privatisation; Public Private Partnerships; Investor; Design, Build and Operate (DBO); Operations and Maintenance contracts (O&M); Social responsibility; Corporate; US Federal

Telstra: The telecom giant in trouble

By 2006, Telstra Corporation Ltd. (Telstra), an Australian telecommunications and information services company under the joint public-private ownership held a dominant position in the industry. Despite some setbacks during the dot.com bust, it had remained a profitable company. The Australian Federal Government, which held 50.8% stake in Telstra, announced its intention to sell its remaining share in 2006.

The giant faced many regulatory and competitive scenarios, which ultimately impacted its bottom line. The first tranche of Telstra shares, comprising 33 per cent of the company, was sold in 1997 at \$3.40. Thousands of investors made huge losses on the second-tranche privatization of Telstra. While the second-tranche Telstra (T2) shares were sold for a value of \$7.50, they dropped below that level in 2000.

Many Telstra shareholders were wondering why their investment in Australia's biggest telecom had gone haywire while the share market hit record levels. The Australian share market reached 5000 in March 2006. In contrast, Telstra share lost about 9% of their value in the same period. In March 2006, Telstra's share fell to an all-time low on the Australian Stock Exchange, falling as far as ADS\$3.65. Telstra's shares were trading near the lowest level since the government's initial public offering in 1997.

The case captures the telecom industry scenario in Australia, the competition faced by Telstra and the regulatory hurdles it faces. The investors' point of view has also been inculcated.

Pedagogical Objectives

- To understand the nature and structure of telecom industry in Australia
- To discuss the strategy followed by the market leader Telstra
- To discuss the political, legal and economic environmental impact on the functioning of Telstra
- To discuss public-private partnership and its probability of success in the given sector
- To analyze the goal duality of profitability vs. social responsibility
- To discuss shareholder's point of view for investing in Telstra.

Industry	Telecom
Reference No.	PPP0004A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Privatization; Public-Private Partnership; Growth Strategy; Telecom sector; Australia; Investment decisions; Competition Globalization; Divestment; Market leader.

Bono's 'Red Brand': Targeting 'Conscience Consumers'

For many years, governments and many non-governmental organizations have been providing financial assistance for the eradication of AIDS epidemic in Africa. However, initiatives to fight AIDS in Africa have always suffered from inadequacy of funds. On January 26th 2006, Bono, the lead singer of the Rock Band U2, announced a new brand called 'Red' to rope in the private sector for the first time in the fight against AIDS in Africa. American

Express, Gap Inc, Converse and Giorgio Armani are the four private companies, which have already pledged contributions derived from the sale of their Red branded products to help Africa's AIDS victims.

Pedagogical Objectives

- To help understand how public-private-partnerships can be modeled to support a social cause
- To highlight how the private companies involved in this initiative are going to be benefited
- To offer scope to discuss the viability of the initiative, which although being humanitarian in nature has a profit motive at its core.

Industry	Not Applicable
Reference No.	PPP0003
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Corporate social responsibility; Giorgio Armani; Gap Inc; Brand image; American Express; Business ethics; Converse; Marketing strategy; Advertising; Word-of-mouth advertising; Brand building.

Public Private Partnership in Rajasthan's Health Sector: Outsourcing Diagnostic Services

The health care sector in India has been witnessing a huge demand-supply gap in its service delivery, as public health care services are found to be inadequate in serving the huge population. To bridge this gap and improve the efficiency of services, health care reforms, especially in the form of private partnerships in public sector are being encouraged. The government of Rajasthan, India, has taken up an initiative in this direction. Sawai Man Singh (SMS) Hospital, a public sector hospital in Jaipur, the capital city of Rajasthan, has been able to successfully implement a Public Private Partnership initiative. As part of the initiative, the hospital has invited private diagnostic centres to set up diagnostic equipment, CT (computerised tomography) and MRI (magnetic resonance imaging) scan in the hospital premises. As a result, the hospital is able to offer high quality services at affordable prices to the poor. While the cost of services has come down drastically, the waiting time for patients has also reduced. At the same time, private partners are being benefited from the volume of patients who visit government hospital and are able to achieve economies of scale.

Pedagogical Objective

- To discuss the impact of public private partnership in the health sector.

Industry	Health Sector
Reference No.	PPP0002
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Public private partnership; Health care sector in India; Outsourcing; Public sector expenditure on health care; Demand supply gap; Below poverty line (BPL); SMS Hospital; Licence-based model; Market competition; Diagnostic investigation services; India health report; National Health Policy; Medicare relief societies; Private health care sector.

City Academies in Britain

By the end of the 20th century, the British government was facing a big challenge to revive the government-run secondary schools. In spite of spending millions of pounds on school reforms since 1998, most of the state schools had 'worryingly low' educational standards. The number of children opting out of the state schools had also risen by a third. Consequently, more and more parents were forced to send their children to high priced private schools that offered better educational standards. To overcome the appalling differences between the state schools and the private schools, the 'City Academy' policy was announced in 2000.

Pedagogical Objectives

- To discuss how the British government, through the 'City Academy' policy, tried to create a new type of 'state-funded independent school' for bridging the gulf between private and state schools by breaking the monopoly of the Local Education Authorities over secondary education in Britain
- To discuss the challenge faced by British Government due to low educational standards in the state schools.

Industry	Education
Reference No.	PPP0001
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Government and state secondary schools in Britain; Problems of state schools in Britain; Private schools in Britain; Fees of private schools in Britain; School reforms in Britain; City academies in Britain;

American Charter schools; General Certificate of Secondary Education; GCSE; Institute of Public Policy Research; IPPR; Types of city academies; Opposition to city academies; Problems and specialisations of city academies; Co-operation of private and state schools in Britain.

Technology Management

Israel: Technological Prowess and Entrepreneurial Dilemmas

In a span of just 15 years (1985–2000), Israel has become the world's second most important high-tech cluster after Silicon Valley. It stands next only to America and Canada, in the number of companies listed on NASDAQ. Peril paralleled Israel's formation. Adverse conditions – such as the early Arab boycott, impending high inflation, perennial dearth of natural resources and a diminishing domestic market – did not deter Israel. Many factors helped it endure hardships: the mass exodus of Jewish immigrants and massive defence expenditure, mainly. Yet peace eluded Israeli society. But hope was reignited when it was mooted that Jews and Arabs can partner in tech-businesses. Along with such hopeful insights, this case spotlights on what factors helped Israel shine in the global technology sector and how it altered its adversities into advantages.

Pedagogical Objectives

- Israel's technological and economic resurgence
- Israel's unique cultural characteristics that helped its economic revival
- The role of networking among government, academia and industry
- The factors that helped Israel attract large venture capital
- The role of economics in promoting peace.

Industry	Internet Retailing
Reference	TEM0015
Year of Pub.	2007
Teaching Note	Available
Struct.Assign.	Available

Keywords

Venture Capital Industry; Technological Incubators; Israel's Technology Industry; Yozma and Inbal; Technology Management Case Study' New Generation Technology (NGT); Technology Management Case Study; Entrepreneurship; Competitive Advantage of a Nation; Converting Adversities into

Advantages; Impact of Intifada; Israel's Defence sector; Technion University; Military - Industrial - Civilian Network; Tel Aviv

Indian Film Industry: Going Digital

The Indian Film Industry was the world's largest producer of movies with an average 1,000 movies a year. Despite numerous innovations in the global film industry, nothing much had changed in India; the way movies were produced or screened. As time passed, movie goers began losing interest in going to theatres to watch an analogue film. To draw them back to the big screen, the film industry began investing in advanced technologies. Apart from the film industry, large corporate groups planned major investments in digital cinema. The potential of digital entertainment in India attracted telecom companies also.

The case talks about the introduction of digital technology in Hollywood and Bollywood. The case discusses how digital technology is gaining recognition in Indian Film Industry. Bollywood lost almost \$30 million on an average due to piracy every year. It needs to be seen how the Indian film industry plans to overcome these hurdles, and reap the benefits of the digital revolution. Would digital cinema be a boon or a bane?

Pedagogical Objectives

- To discuss the scope of digital technology in Indian film industry based on its success in Hollywood
- To discuss the pros and cons of digital cinema in Indian film industry.

Industry	Entertainment industry
Reference No.	TEM0014A
Year of Pub.	2006
Teaching Note	Not Available
Struct.Assign.	Not Available

Keywords

Indian Film Industry; Bollywood; Entertainment Industry; Hollywood; Digital Technology; Analogue; Film Production; Film Distribution; Film Exhibition; Piracy; Broadband Technology; Fibre Optic Solution; National Association of Theatre Owners (NATO); Motion Picture Association of America (MPAA).

The Advent of the Internet and the Bargaining Power of the Customer

The adage 'the customer is the king' has always been true for marketers across

different industries. However it is believed that the customer has realized his power of being a 'king' only with the advent of the Internet in the 1990s. The Internet has enabled customers to have access to more information and a wider choice of products and services, which in turn has led to more 'customer power'. Cutting across industries, companies today face the challenge of price competition, reduced brand loyalty and the difficulty of connecting with the customer, which is compelling them to change their marketing strategies.

Pedagogical Objectives

- To discuss the role of Internet in the increase in the bargaining power of customers
- To discuss the changes in the marketing strategies that Internet brought about
- To discuss the affect of customer empowerment on different business segments.

Industry	Internet
Reference No.	TEM0013
Year of Pub.	2005
Teaching Note	Not Available
Struct.Assign.	Available

Keywords

Internet and customer power; Internet and Porter's Five Forces Model; Internet marketing; e-Commerce; Consumer buying behaviour process; Customer power in air travel industry; Factors affecting customer power; Customer power in auto industry; Behavioural marketing; Bargaining power of customer; Brand building; Brand loyalty; Consumer behaviour.

Mobile Telecoms: The Lessons of 3G

Even 30 years after the first Mobile Phone was demonstrated by Marty Cooper in Manhattan, the Mobile phone industry is still in its evolutionary process. Almost every decade a cutting edge technology, promising much better services, hits the deck and cannibalises the investment that has gone into its predecessor. The latest buzzword 3G – representing third generation telecommunications – offers a plethora of services on a mobile phone, and is expected to make the mobile phone as common a commodity as a wallet or purse, making wired telephony a thing of the past. In a hurry to grab the commercial advantage the operators worldwide have invested hundreds of millions of dollars, while the academic grey heads are sceptical about the economic viability of the new technology.

Pedagogical Objective

- To discuss the rationale behind the huge investments in 3G and the future of the telecommunications industry.

Industry	Mobile Telecommunications
Reference No.	TEM0012
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mobile telecommunications; Third generation; 3G; Spectrum licensing; Information technology; Time division multiple access (TDMA); Code division multiple access (CDMA); Global system for mobile communications (GSM); General packet radio service (GPRS); Enhanced data rate for GSM evolution (EDGE); Wideband code division multiple access (W-CDMA); Universal mobile telecommunications system (UMTS); Radio frequency distribution; Technology life cycle.

Broadband: South Korea vs US

South Korea was leading the broadband revolution with its high-speed broadband networks. The initiatives by the government, its policy on competition, the PC bang culture and above all, other social and demographic factors had equally contributed to the broadband penetration in the country. With the high-speed broadband networks, South Korea was embarking on new applications of broadband that would improve the lives of the people apart from contributing to the country's GDP (gross domestic product). On the other hand, the US, which is said to have pioneered Internet technology in the world, is far behind in the broadband race. The government policy on competition had been hindering competition in the country, and had encouraged Bell Inc. to enjoy a monopoly for several years.

Pedagogical Objectives

- To discuss the factors that had facilitated the growth of broadband in South Korea and the causes that had been impeding the growth of broadband services in the US
- To analyse the broadband penetration in South Korea and the US.

Industry	Not Applicable
Reference No.	TEM0011
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Broadband penetration; Competition policy; Bell's monopoly; PC bang culture;

Service-based competition; Facilities-based competition; Dial-up networking; Broadband policy; Telecommunications policy; Federal Communications Commission (FCC); Korea Telecom (KT); Cyber homes; Telemedicine; US Federal Telecom Act 1996.

Original Design Manufacturers: Mobile Phone Industry's Changing Paradigms

Since its evolution in the early 1990s, the mobile handset industry was marked with challenges such as globalisation, short product life cycles, short time-to-market, shrinking margins and customisation. The erstwhile approach of staying vertically integrated seemed obsolete, forcing the handset manufacturers to rely on 'outside' firms for design and manufacturing requirements. As a result, the original design manufacturers (ODM) found a place in the supply chain, thus changing the entire gamut of the handset business.

Pedagogical Objective

- To discuss how ODMs have become a threat to the handset manufacturers. The case study can be anchored around Michael E Porter's Five Forces model.

Industry	Mobile Phone
Reference No.	TEM0010
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Mobile handset manufacturing; Original design manufacturers (ODM); Electronic manufacturing services; ODMs in Taiwan; Vertically integrated firms; Barriers of entry; Branding; Operator-specific handsets; Time-to-market; Mobile generations; Reference platforms; Nokia; Smartphones; Symbian; Sony Ericsson.

Rein in Spam

The alarming growth of spam threatened the viability of e-mail services. On average, 30% of the e-mails processed by Internet service providers were spams. By blocking sites and jamming servers, spam was playing havoc with the global business.

Pedagogical Objective

- To discuss the emergence of spam, and the measures taken by software firms and the governments, through legislation, to curb it.

Industry	Internet Technologies
Reference No.	TEM0009

Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Spam; Internet; Internet service provider; E-mail; Junk mails; Types of spam; Fighting spam; Coalition against unsolicited commercial e-mails; Legislation; CAN-SPAM Act of 2003; Goodmail; E-mail stamps; Types of filters; Penny black system; Iron port system.

From KaZaA to Skype

Niklas Zennström and Janus Friis, the creators of KaZaA, the on-line file-sharing programme, entered the voice over Internet protocol (VOIP) market with their new service, Skype – a PC to PC telephony software. Launched in August 2003, Skype used the same peer-to-peer (P2P) infrastructure that was the basis of KaZaA and which did not require expensive central servers for its maintenance. The creators offered the basic service for free and planned to generate revenues by offering premium, paid-for services in the future.

Pedagogical Objectives

- To discuss the potential of Skype to emerge as a niche player in the VOIP market
- To discuss the current status of the VOIP service provider market and its competitive make-up
- To discuss the Skype's business model, legal issues, its position in the market and the challenges it faces.

Industry	Music
Reference No.	TEM0008
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Skype; KaZaA; Voice over Internet protocol (VoIP); Niklas Zennström; Janus Friis; AT&T; Peer-to-peer (P2P); Internet telephony; Napster; Vonage; Voice over Internet protocol (VoIP); Fastrack; Network address translation.

China on the i-way

The Internet revolution in China was started in 1987 with the setting up of the 'China academic network' (CANET). Initially being used for academic purposes, the Internet in China was commercialised with the Ministry of Post and Telecommunications (MPT) setting up the 'ChinaNET(C)' in May 1995. China witnessed a rapid growth in Internet users

since then, which totalled 79.5 million users by the end of 2003. However, with many surfers getting access to information that was previously censored by the government, the Chinese government started tightening its regulations, specifically on the kind of content that was available on-line. This resulted in the blocking of several pernicious and anti-governmental websites.

Pedagogical Objective

- To discuss the effect of increasing penetration of the Internet in China and the growing government regulations to curb its misuse.

Industry	IT
Reference No.	TEM0007
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China; Internet; Network; China academic network (CANET); Ministry of Post and Telecommunications (MPT); Golden projects; Internet users; Blocked sites in China; Internet cafe; Severe acute respiratory syndrome (SARS); On-line trading; On-line games; Regulations; World Trade Organisation (WTO); Culture.

South Korea: Making of a Gaming Industry

For many years of industrialisation, South Korea was known for handholding the Chaebol, that gave a thrust to the country's economy through their glorious achievements. But in recent years, the South Korean government has found a new engine of growth in the gaming industry. It has left no stone unturned in developing the country's gaming industry as a leader in exports. The government wants the gaming industry to become what Hollywood is to the US.

Pedagogical Objectives

- To discuss the role-played by the government in the development of broadband connections and, thereby, the gaming industry
- To discuss the characteristics that make the South Korean on-line games unique
- To discuss how the companies in South Korea are making their presence felt in overseas market.

Industry	Gaming
Reference No.	TEM0006
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

On-line gaming industry; Console-based games; Massively multi-player on-line role-playing games (MMORPG); PC BAANG; Broadband penetration; Government support; Korean games exports; NCsoft's lineage; Microsoft Xbox in South Korea; Blizzard's Starcraft; Korean Game Development Council; Arcade games; Sony PlayStation in South Korea.

Biotechnology in Cuba

After the Cuban revolution in 1959, Cuba chose science and technology to foster economic development. In line with Fidel Castro's vision to provide free health care to his people, apart from developing an intellectual capital that could be finally converted into future tangible monetary benefits through trade and aid, Cuba pursued biotechnology to etch out a path for itself towards scientific excellence. Though haunted by the US' trade embargo, Cuba was committed to usher in an economic resurrection.

Pedagogical Objective

- To discuss the role of science and technology in the economic development of Cuba.

Industry	Biotechnology
Reference No.	TEM0005
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Cuba; Biotechnology; Cuban revolution; Fidel Castro; Bay of Pigs invasion; CIGB; US embargo; Soviet (dis) connection; Helms-Burton Bill; Recombinant DNA; Interferon; Meningitis; Hepatitis B; Heber Biotech SA; York Medical.

Taiwan as an R&D Hub

A tough election battle lies ahead of Taiwan's President Chen Shui-bian in March 2004. No doubt, his island nation, noted for its PC and semiconductor facilities, remains a manufacturing mecca of the computer industry. The country makes two-thirds of the world's notebook PCs and desktop PC components. By 2003, many multinational corporations (MNCs) had either set up their research and development (R&D) facilities in Taiwan or planned to do so in the near future. Yet, all was not well in Taiwan. Taiwanese companies based in China made most of the machines and parts. The country faced competition in R&D from Korea and

China. MNCs could bypass Taiwan and make China their R&D base. Taiwan's own chipmakers were moving out more and more of their chip design and customer support processes to China. In 2003, Taiwan faced a shortage of 10,000 engineers. MNCs in Taiwan either had to pay more and hire available local talent or else scout overseas for the same. The US and British labour unions were concerned over losing jobs to low cost destinations such as Taiwan. However, the Chen administration was working with Taiwan's business and industry to promote the country as an R&D hub through initiatives such as science-based industrial parks, tax incentives, innovative alliances, innovation incubators, financial support via venture capital companies etc.

Pedagogical Objectives

- To discuss the rise of Taiwan as an R&D hub and the reasons for losing its position to other countries like China and South Korea
- To discuss possible steps that the government can take to regain the lost position.

Industry	Not Applicable
Reference No.	TEM0004
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Research and development (R&D); Taiwan as an R&D hub; Taiwan; China's R&D; Labour cost; Lean production; Manufacturing overheads; Original design manufacturer; Industrial park; Industrial upgrading; Venture capital; Small and medium enterprises; Industrial automation and innovation; Intel.

Technology and the Changing Shapes of Music

Since its inception in the 1880s, the music industry has always relied on technological innovations for its growth and survival. Throughout the 20th century, advancements in audio technology enabled the evolution of music into a global industry. However, by the end of the 1990s, digital technology that enabled free access to music on the Internet gave rise to rampant music piracy. In the first half of 2003, the worldwide music industry witnessed a drop in sales of 10.9% as compared to the corresponding period in the previous year (2002). The advent of the 'iTunes On-line Music Store' by the end of 2003, was hailed as an innovation that could turn the industry's fortunes around.

Pedagogical Objectives

- To discuss the impact of rise of peer-to-peer network on the music industry and how the industry can tackle the menace
- To understand the opportunity that digitisation of music offers and the business model of Apple's iTunes.

Industry	Music
Reference No.	TEM0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

Music industry; Recording technology; Piracy report 2001; Piracy report 2002; Piracy report 2003; Music industry sales; iTunes; iTunes and the music industry; iTunes and the future of music; Sony; Technology and the music industry; On-line music piracy; EMI; BMG; Universal.

Concorde and Supersonic Civil Aviation

For about 25 years Concorde had made the world a smaller place by flying double the speed of sound and clocking just three and half hours to reach New York from Paris or London. Although Concorde was troubled throughout its history by its prohibitive costs, the thrill of 'flying faster than a rifle bullet' had made it a dream aircraft for many flying enthusiasts. The supersonic passenger aviation technology still being in its infancy, Concorde could never get the technological support that it required to become economically viable and environmentally acceptable. Air France suspended Concorde services in May 2003. When British Airways withdrew Concorde on October 23rd 2003, it was the only supersonic passenger aircraft in the world and there was no other design on board.

Pedagogical Objective

- To discuss how Concorde, as a part of an ongoing development process in supersonic aviation, failed due to inadequate technological advancements.

Industry	Civil Aviation
Reference No.	TEM0002
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Concorde; Supersonic aviation; Civil aviation; Specifications of Concorde; Air routes of Concorde; Operating costs of Concorde; Development of supersonic aviation; Sonic boom; Problems of Concorde; Concorde's crash; Initial routes of Concorde; Supersonic aviation underdevelopment; Supersonic aviation and

Concorde; Supersonic aviation after Concorde; Commercial supersonic technology.

Dangdang.com

In 1997, Peggy Yu (Yu), a business graduate from USA, returned to China with a dream to dominate the Chinese electronic retailing market on the lines of Amazon.com of the US. In 1999, Yu established Dangdang.com as an on-line book retailer.

Pedagogical Objectives

- To discuss how Dangdang, despite various hurdles in conducting electronic businesses in China, witnessed a growth from 70,000 visitors and 1,000 orders per day in 2000 to 800,000 visitors and more than 4,000 orders per day in 2003 to become one of the top three on-line retailers in China
- To understand the challenges of online retailing in China
- To debate on the critical success factors of online retailing.

Industry	Internet Retailing
Reference No.	TEM0001
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dangdang; Dangdang.com; Peggy Yu; On-line retailing in China; Selling books on-line in China; Internet in China; Bookstores in China; On-line Chinese language bookstores; Competitors of Dangdang; On-line bookstores in China; e-tailing in China; On-line database of Chinese language books; Largest on-line retailers in China; e-commerce in China; e-payments in China.