



Accounting

Valeant Pharmaceuticals: Eroded Reputation and Stock Price - New!

In early January 2019, a recent Ivey Business School graduate logged into her online trading account to review her portfolio's performance. As she scanned her investments, she paused at one stock in particular. It was time to make a decision regarding one of her most volatile stocks—Valeant Pharmaceuticals International Inc., recently renamed Bausch Health Companies Inc. The pharmaceutical company was once celebrated for its innovative business approach. However, both its stock price and reputation as one of Canada's most valuable companies had plummeted in recent years, after accusations of price gouging and investigations for fraud by the US Securities and Exchange Commission. Overburdened with significant amounts of debt from a spree of acquisitions, the company was also scrutinized by investors and regulators for using non-GAAP accounting metrics for its financial statements. The recent graduate wondered if she should hold out hope that the stock would return to its historic highs, or if she should cut her losses and divest the stock.

Bank of India: Financial Reporting Policies - New!

In January 2015, an investor bought 1,000 shares of Bank of India stock when the banking sector was expected to perform better over the medium to long term. On October 11, 2019, after holding the shares for nearly five years, the investor was surprised to see that the stock price had instead dropped by almost 80 per cent. He was disappointed in his investment's performance to date, but the stock's current low price seemed a bargain, so he was contemplating buying more shares for overall cost averaging of his investment. Before making any investment decisions, however, he carefully analyzed the bank's annual reports for the previous five years and discovered an unusual change in the bank's accounting policy for the provisioning of non-performing assets. After his review of the bank's financial statements, the investor was unsure whether he should sell his shares, buy more shares to achieve overall cost averaging, or hold the number of shares he currently owned.

Promotions Manufacturing: Production Unit Expenses and Profitability - New!

Based in the Canadian Prairies, Promotions Manufacturing had been manufacturing promotional items for over 40 years. The organizational structure consisted of four manufacturing units and the administration department, each with its own distinctive staffing needs and cost structure; consequently, profitability calculations and operations management had become increasingly difficult. In June 2018, the question of how to allocate the overhead and administration costs to each manufacturing unit became a pressing concern. The different cost allocation methods resulted in diverse profitability levels. Subsequently, decision-making with regard to production priorities, operation scheduling, and staffing needs had become unsystematic, often resulting in missed deadlines and disappointed customers. The general manager had to make a decision: which cost allocation method would offer the most accurate profit centre profitability, provide guidelines in reorganizing operations, and result in higher efficiencies?

LeMar Outdoor Play Products, Ltd.: An Outsourcing Decision to India - New!

This case, based on general business experience, casts students in the role of analyzing the financial effects of a possible outsourcing decision. Lee and Marcia Mills, owners of LeMar Outdoor Play Products, Ltd. (LOPP), a Canadian company that designs, manufactures, and installs outdoor play equipment, are faced with a decision pertaining to whether LOPP should outsource the company's back-office information technology enabled services (IT-ES) functions. Lee engages with an outside advisory firm specializing in matching companies with suitable outsourcing partners in India, and eventually a contract is presented. From just a financial perspective, students must ascertain whether Lee and Marcia should accept the outsourcing offer.

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Entrepreneurship

Tea Connect: Exploring New Options - New!

Tea Connect, a chain of five tea cafés in India, had ended 2019 with sales revenues of ₹48.1 million. The co-founder of Tea Connect had the ambitious target of opening 20 cafés and achieving sales revenues of ₹200 million by 2020. The co-founder planned the renovation of the cafés to improve the speed of service, but he also wanted to launch Tea Connect–branded consumer packaged products. Three franchising offers for stores in Jaipur, Jodhpur, and Mount Abu were also under consideration. He was wondering whether renovation would help to enhance the customer experience and whether this was the right time to launch consumer packaged goods. Also, was it the right time to explore the franchise route of expansion?

Bikanervala Foods Private Limited: Professionalization of a Family Business - New!

Bikanervala was a fourth-generation Indian family business in the domestic fast-food and packaged-snacks industries. In its 65 years of existence, it had grown from a small outlet selling traditional Indian sweets and snacks to the industry's second-largest player. This case traces the evolution of Bikanervala's business model, which uniquely leveraged professional management practices along with strengths rooted in its family values. As the business expanded, Bikanervala faced further pressures to professionalize on several fronts, and the family was forced to consider whether its family-oriented management style could scale up indefinitely or whether family ownership and management had to be diluted to grow the business.

Haboydem: A Social Enterprise in the Holy Land - New!

Haboydem was a second hand clothing store in Jerusalem that operated as a social enterprise by hiring and training individuals who were living with mental illness. The two store locations had successfully trained workers, and 70 per cent were able to find employment in mainstream businesses; however, in mid-2017, the co founders faced new issues. How should they deal with emerging competition from other second hand clothing retailers? How should they address the possibility of partnerships with other

organizations? Should the company expand to additional locations or into additional activities? How should the co-founders measure Haboydem's success? They needed to reflect on how to best address these challenges, and how their social enterprise could best move forward toward a long term future.

Cameron Auto Parts: Early Internationalization - Best Seller!

This case is about a small American auto parts producer trying to diversify its way out of dependence on the major automakers in 2013. A promising new product is developed and the company gets a chance to license it to a Scottish manufacturer. The issue of whether to license or go it alone in international markets is central to the case. A full class sequel to this case is available, titled Cameron Auto Parts: Joint Ventures, Licensing or Exporting, 9B16M044.

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Finance

Verge Capital: Investing for Social Impact - New!

Verge Capital was a social finance organization in London, Ontario, that connected local aspiring entrepreneurs with funds that would support initiatives with societal or environmental missions that benefited local communities. In 2019, the social finance manager at Verge Capital had to recommend one of two social impact business proposals that the organization should fund a CA\$30,000 loan to. The two options were (1) Sri Lankan Foods, which operated a Sri Lankan restaurant, a catering business, and a granola production facility that provided short-term employment opportunities for newcomers to Canada, and (2) Material Impact, which collected and resold used textbooks to fund donations of books and learning materials to South American universities. While both businesses aligned with Verge Capital's mandate, the social finance manager needed to choose just one. He wondered how sustainable the businesses were and what criteria Verge Capital should consider before investing.

BusBoard Prototype Systems Ltd.: Making Sense of Foreign Exchange - New!

BusBoard Prototype Systems Ltd. (BusBoard), a company based in Calgary, Alberta, that designed and manufactured printed circuit boards targeted at the electronics hobbyist market, managed foreign-currency transactions on a transaction-by-transaction basis. The company's general manager had been buying and selling CAD and USD while attempting to maximize the company's value, timing transactions based on previous experience and professional judgment. This was challenging because she did not have any experience with currency futures or options, and she wondered if she could improve company performance by trading currencies differently. Exchange-rate volatility put constant pressure on her ability to make the best choice. The company paid most of its suppliers and received most of its payments from customers in USD. Highlighted in the case study is a recent transaction in which BusBoard ordered parts and supplies from a Taiwanese supplier, with 50 per cent payment due on contract negotiation and the remaining 50 per cent due on delivery. The general manager knew that developing a more effective way to manage currency transactions could play a big part in keeping the company profitable in the future.

China Merchants Bank: Light Banking, Payments and Blockchain - New!

In 2018, China Merchants Bank, China's seventh-largest bank and the 30th-largest bank in the world, strategically repositioned itself in "light banking" to address the changing competitive landscape and rapid entry of non-bank financial technology companies. These companies were using information technology to compete in China's domestic payments market. China Merchants Bank was also actively stimulating innovation. Through its incubation fund, the bank provided funding to its business units for new technology projects. The bank's president was reviewing one specific project financed by the fund—the cross-border payments blockchain system. He was eager to determine the success of the project and the potential for future development of the blockchain technology, in his efforts to understand the applicability of blockchain to banking in general, and to payments banking in particular.

Vakrangee: Anatomy of Stock Valuation- New!

A star fund manager at Principal First had been managing the company's information technology fund for the previous six years. Under his management, the fund had consistently outperformed the market, delivering a five-year compounded annual growth rate of 28 per cent. The exceptional performance of the fund was due to an overexposed position in Vakrangee Limited, a mid-tier information technology company. The fund manager bought the stock in early October 2017 at ₹240. By January 2018, the stock reached a high of ₹500. However, the fund manager did not liquidate his position because he believed that there was still more value in the company. At the end of January 2018, the stock plummeted, as did its net asset value, and the fund manager wondered where he had gone wrong in his analysis.

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General Management & Strategy

Owen Barry: Coping with Brexit Stalemate - New!

In July 2019, the uncertainty that had been surrounding Brexit since the public referendum in June 2016 had led to a crisis for Owen Barry Inc. (Owen Barry), a luxury goods manufacturing enterprise in the United Kingdom. The company's finance and production manager had voted in favour of Brexit but was hardly prepared for the deadlock that followed. He was now weighing different options for navigating a way out of the company's predicament. His three main concerns were: How should he deal with the exchange rate fluctuations that had been affecting the company's revenues and margins? How should he deal with issues around sourcing and importing essential raw materials? How should he deal with problems around the recruitment and retention of the skilled workforce at the company's manufacturing plant near London?

Contributor Funding And The Turnaround of The Guardian - New!

The UK daily newspaper the Guardian undertook turnaround initiatives between January 2016 and April 2019 under the leadership of Katherine Viner, the newspaper's editor-in-chief. Viner leveraged a new reader-funded contribution model to generate revenues, whereas newspapers such as the New York Times and the Wall Street Journal used paywalls and subscription-based models for revenue generation. Viner also undertook several cost-cutting initiatives, such as replacing the Berliner newspaper format with a tabloid format and outsourcing the printing of the Guardian. The impact of the contribution-based revenue model was substantial, leading the newspaper's digital revenues to surpass revenues from advertising. The newspaper's reach also increased substantially, with international subscribers, especially those in the United States and Australia, contributing more than Guardian readers in the United Kingdom. Although the Guardian reported its first profit in the past two decades in May 2019, several challenges remained for Viner, such as increasing the number of financial contributors to 2 million by 2022 and making the turnaround sustainable.

Gillette and the #MeToo Movement - New!

On January 13, 2019, the Gillette Company aired the advertisement “We Believe: The Best Men Can Be.” After the airing, both the company and its chief executive officer were subjected to backlash. The advertisement, launched amid the Gillette brand’s declining market share, addressed the #MeToo movement, sexism in the boardroom, and bullying, and asked viewers, “Is this the best a man can get?” Although the advertisement was intended to challenge men to end toxic masculinity and abuse, it became both the most liked and the most disliked advertisement in YouTube’s history. Six months after the airing, The Procter & Gamble Company, reported a US\$8.3 million writedown in its Shave Care business, represented by the Gillette brand, leading some observers to wonder whether the polarizing reactions to the advertisement had led to the writedown. What was The Gillette Company’s fiduciary responsibility in the era of the #MeTooMovement? Should its chief executive officer and visionary of the controversial advertisement be fired? Should he be promoted for confronting such a serious societal issue? Or should no change be made in the corporate structure?

Toyota Tsusho in the South Pacific - New!

In 2018, Toyota Tsusho South Pacific Holdings, the leading automotive company in the South Pacific, was celebrating its 20th anniversary. The company, which operated a network of 27 dealerships through subsidiary companies in seven island nations, had been through a number of dramatic changes since its origins in the 19th century, and its Brisbane, Australia, office had transitioned from its early role as a corporate head office with 15 employees to become the regional headquarters for Toyota Tsusho Corporation, one of 17 major Toyota Group companies. In early July 2018, a new managing director was selected. Among his many duties, he would need to review the steps taken to date in transforming the Brisbane office and determine the appropriate steps to take in the future. Were any changes were required in the relationship between the regional headquarters and the island subsidiaries?

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Information Systems

How Organizations Can Ramp Up Their Cybersecurity Efforts Right Now - **New!**

Cyberattacks have increased in both frequency and sophistication since the pandemic began as threat actors seek to take advantage of the unusual circumstances under which nearly all of us are working. Once a cyberattack occurs, companies largely are on their own to deal with the aftermath, so companies should take these seven steps to ensure they're ready: 1) Review your incident response plan, 2) Stay up to date on current scams, 3) Enable multi-factor authentication everywhere, 4) Educate your employees, 5) Determine an alternative method for senior leadership to communicate, 6) Password protect your videoconferences, and 7) Check your cyber-insurance policy.

Panda Base: Digital Transformation for Wildlife Conservation - **New!**

The Chengdu Research Base of Giant Panda Breeding (Panda Base), located in Chengdu, China, was the world's most popular scenic spot for giant panda tourism. Panda Base was founded in 1987 with a mission that included the protection and breeding of the endangered giant panda, scientific research, public education, and cultural tourism. In 2002, the director of Panda Base began to build panda culture and the panda brand in an effort to resolve low brand awareness and to better protect the giant panda. In 2020, Panda Base promoted the giant panda on various digital media platforms. Based on the concept of Web 3.0, Panda Base integrated the theories of social media marketing, content marketing, and viral marketing to promote panda culture and brand value, and successfully developed its core cultural brand value: "Tell the most touching story of the giant panda." Looking to the future, Panda Base's director wanted to develop a smart tourism project to continue protecting giant pandas and increasing their population with the help of 5G (fifth-generation) technology, while providing tourists with an immersive experience. How can the director best use technology to support and promote Panda Base?

Easy Flower: Flowers Meet Business and Technology - **New!**

In less than four years, Easy Flower (EF) grew from an e-commerce flower retail start-up to China's largest supply chain operator in fresh flowers. Easy Flower positioned itself as a provider of quality

flowers to retail florists. Taking advantage of its strength in technology talent, and pooling its finances, the company successfully created a national distribution infrastructure network, disrupting and transforming the fractured supply chain system of China's flower industry and dramatically enhancing its supply chain efficiency. Having built an industry leader from scratch, founder Rong Chao had to think about Easy Flower's future strategy. In late 2018, he saw two options: further integrating the flower value chain in China, or internationalizing his business by exporting components of his technology and systems to flower platforms in other countries. Constrained by the company's resources, he had to assess the various risks and requirements that each direction would entail.

UCB: Data is the New Drug - Best Seller

At the end of 2012, the chief information officer (CIO) at UCB, a global pharmaceutical company based in Brussels, started to implement analytics as a service. Between 2012 and 2016, he put this vision into practice, introducing agile sprints and proving the competence of analytics within the organization, and at the beginning of 2016, he felt the company was ready to upgrade its analytics capability. As he prepared to meet with UCB's chief executive officer in March 2016, the CIO considered how to advise the board as the organization worked to make an impact with analytics and big data against the backdrop of digital turbulence in its strategic environment. How could UCB balance empowerment and bottom-up experimentation with enterprise focus and control? What was the best location for analytics roles and responsibilities within the organization?

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Management Science

Tesla, Inc.: Supercharging Auto Sales - New!

This case describes the situation of Tesla, Inc. (Tesla), in mid-2019. Tesla had just successfully launched the more affordable Model 3, but sales of the most expensive and profitable Models X and S were stagnant. In order to incentivize the sales of these luxury models, Tesla recently brought back free Supercharging for life for customers purchasing Models X or S. The case provides information about the history of Tesla, one customer's hesitation about buying a Tesla electric vehicle (EV), purchasing prices, different ways to procure electricity and their cost, Supercharging stations, tax credits, and the autonomous and self-driving features of the car.

Fantasy Hockey: Trade or Contend? - New!

In December 2019, a member of a fantasy hockey league had to decide whether to trade away his top talent in exchange for draft picks in the following year's fantasy draft or to continue to compete for a position in the playoffs. If he traded his top players, he would forfeit his chances at competing for a championship; however, this move might put his team in a better position for the following year's fantasy hockey season. He had access to the league's historical data to help determine the likelihood of his team making the playoffs. He wanted to conduct an analysis to make an informed decision grounded by numbers.

Choosing Neighbourhood Community Projects - New!

In November 2019, Jean Matthews had to decide how to allocate CA\$300,000 toward neighbourhood improvement ideas submitted by city residents. Each of the four neighbourhoods in the city could receive up to CA\$75,000 in funding, and Matthews had to consider the number of votes for each idea in her analysis. How should she identify which community projects to pursue?

Brownspeed Health Care: Employee Retention Using Predictive Analytics - New!

Social and political issues in the US health care system, along with near-record employment levels, had led to a high employee turnover rate throughout the industry in 2019. In October, after Brownspeed Health Care, a consultative service, received numerous requests from its clients for assistance, the chief analytical officer was asked to prepare a report on how the company could help its clients address the problem. The first phase of the plan was to use the Consumer Price Index for urban wage earners and clerical workers as part of a low-risk strategy to enhance employee compensation and deploy wide-scale retention strategies and forecasting services.

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Marketing

Bosideng: How to Revitalize the Brand? - New!

By 2017, the comprehensive multi-brand Chinese clothing manufacturer Bosideng International Holdings Limited (Bosideng), founded in 1976, had become famous for its main business of down jackets. After almost 40 years of rapid development, Bosideng had become the top brand in the Chinese down apparel industry and had established strong brand equity. However, the company's performance had been in decline since 2013. Faced with increasingly fierce competition, Bosideng had gradually lost its appeal to younger customers, who were uninterested in its unfashionable designs. The reduced profit level threatened Bosideng's further development. In 2017, Bosideng's chairperson and president was considering how to overcome this dilemma by revitalizing the brand. He hoped to strengthen the position of the Bosideng brand in the Chinese down jacket market and even in the global market in the future. However, he was not sure which approach would be most effective: should he maintain Bosideng's existing brand values or invest in rebranding?

Sarva Pharmaceuticals in Cambodia: Fight or Fold? - New!

In January 2020, Jai Prakash Chaubey, the managing director of Sarva Pharmaceuticals Private Limited (Sarva), needed to decide whether or not to accept a proposal from Gursim Pharmaceutical Limited (Gursim) to market some of Sarva's products in Cambodia. Sarva had been performing well; however, the company's profitability in Cambodia was minimal. Should Chaubey accept Gursim's offer? Or should he hire a new country head who could drive the sales in the country and motivate the sales team for better results? Other options included restructuring Sarva's product portfolio or shutting down the company's marketing arm to focus solely on distribution. What strategies should he adopt to turn around his company's performance, strengthen its presence in Cambodia, and remain on course to achieve the company's target for 2020?

Multinational Beverage Inc.: An Orange Juice Dilemma - New!

In September 2019, a marketing director at Multinational Beverage Inc. faced a dilemma: she needed to determine how to reverse the declining sales and market share of her Florida-based orange juice brand,

Fresh Squeeze. While one potential solution was to move production to Brazil to take advantage of lower production costs, the marketing director also had to consider the effect this would have on Fresh Squeeze's brand image. Given industry dynamics, would becoming a low-priced competitor lead to the right positioning for Fresh Squeeze, or were Florida oranges the heart of this business?

Jayman Built Inc: Westman Village Resort-Style Living - New!

In September 2015, the owner of Jayman BUILT, a homebuilder and developer in Alberta, was fine-tuning his vision for a resort-style residential community in the outer suburbs of Calgary, Alberta. The development, Westman Village, would be a legacy project and the first of its kind in Calgary—a high-density, walkable, and amenity-rich community. Work on the development was planned for September 2016, and the owner was eager to showcase the innovative community; however, the economy was in a recession and a tough housing market was likely. How could the company develop a unique marketing strategy to convince prospective customers to buy into the one-of-a-kind project?

Squatty Potty: Assessing Digital Marketing Campaign Data - Best Seller

In October 2015, Squatty Potty's chief executive officer (CEO) launched the first viral video campaign in the U.S. company's history. In terms of cost, it represented the largest single marketing promotion ever for the company's home remedy for constipation—a foot stool that made going to the bathroom more ergonomic. Further raising the stakes of his decision, the CEO's three business partners had reservations and objections. The partners worried that an irreverent viral video could be expensive, ineffective, and even offensive to the target markets. For the good of the business, the strength of the partnership, and the efficacy of future marketing efforts, it was critical that the CEO be able to provide credible proof of the campaign's efficacy. In addition, his ability to critically assess the strengths, weaknesses, and outcomes of the campaign would provide precious insight to shape future promotion campaigns, both online and offline.

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Operations Management

Iloof: Expanding from Online to Offline Channels - New!

Iloof Technology Co. Ltd. was a Chinese start-up high-technology company at the forefront of the smart water bottle market, one of the newest sectors in the reusable water bottle industry. Smart bottles or cups, also known as interactive water bottles, were technologically advanced devices that had wireless communication capabilities to connect with electronic devices, such as smart phones. They also helped record and optimize the user's water intake and develop healthy drinking habits. In 2016, after two years of research and development, Iloof Technology Co. Ltd. released its first smart water cup, the HeyDo S1, to great success. However, after three quarters of growth, sales slowed and the company's founder considered expanding to traditional or offline channels to sustain growth. Could the company operate in both online and offline markets? What potential challenges would the company face in its sales channel expansion?

Cooper Construction Ltd.: Goodman School of Business Expansion Project - New!

On April 10, 2018, after his morning meeting about the Goodman School of Business expansion project, the site superintendent for the project realized he should consider reworking the schedule for the remainder of the expansion project. The plan had the renovation work in the main hallways scheduled to be done in fall 2018, but the hallways would be used to access all classrooms during that semester. During classroom changeover times, 1,200+ students could be in the hallways, so if construction was underway at that time there could be delays, and traffic flow would be impeded. The challenge for the site superintendent, having already committed to finishing the renovation of eight classrooms and an entire floor of offices before the start of fall classes, was determining whether all the sub-trades involved in the project had capacity and could be coordinated in a way that would result in the completion of the hallways on time for the fall semester.

Lego Group: An Outsourcing Journey - Best Seller

The last year's rather adventurous journey from 2004 to 2009 had taught the fifth-largest toy-maker in the world - the LEGO Group - the importance of managing the global supply chain effectively. In order to survive the largest internal financial crisis in its roughly 70 years of existence, the management had, among many initiatives, decided to offshore and outsource a major chunk of its production to Flextronics. In this pursuit of rapid cost-cutting sourcing advantages, the LEGO Group planned to license out as much as 80 per cent of its production besides closing down major parts of the production in high cost countries. Confident with the prospects of the new partnership, the company signed a long-term contract with Flextronics. This decision eventually proved itself to have been too hasty, however. Merely three years after the contracts were signed, LEGO management announced that it would phase out the entire sourcing collaboration with Flextronics. This sudden change in its sourcing strategy posed LEGO management with a number of caveats. Despite the bright forecasts, the collaboration did not fulfill the initial expectations, and the company needed to understand why this had happened. Secondly, what could LEGO management have done differently?

Scotts Miracle-Gro: The Spreader Sourcing Decision - Best Seller

The Scotts Miracle-Gro company is the world's largest marketer of branded consumer lawn and garden products, with a full range of products for professional horticulture as well. Headquartered in Marysville, Ohio, the company is a market leader in a number of consumer lawn and garden and professional horticultural products. The case describes a series of decisions regarding the ownership and organization of the assets used to manufacture fertilizer spreaders. This case is intended to illustrate the application of and tradeoffs between financial, strategic and operations perspectives in a relatively straightforward manufacturing make-buy decision. The case involves a well-known, easily-described product that most students would assume is made overseas. Sufficient information is provided to roughly estimate the direct financial cost associated with internal (domestic) production, offshore (non-domestic) production and outsourced production. In addition, information is included that may be used to estimate potential transaction costs as well as costs associated with foreign exchange risk.

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Organizational Behaviour & Leadership

Reimagining Employee Centricity: The Digital Transformation Of HR Function At DBS - New!

Digital to the core has been a rally call in DBS Bank for almost a decade. The bank was recognized as the “World’s Best Digital Bank” by Euromoney twice in 2016 and 2018 respectively. What role did HR play in supporting the bank’s transformation journey? The aspiration to transform the bank into a 28,000-person startup culture requires the Human Resources Division to reimage the HR value chain. What would a HR digital roadmap look like? How would employees, including potential new hires, experience an employee-centric digital culture? In a global war for digital talent, how to win the heads and hearts of employees?

Grabbed! How the PMD Ban Almost Imbolised the Food Delivery Industry - New!

On 4 November 2019, the Singapore government announced that PMDs or e-scooters would be banned on all public footpaths. The announcement caught many PMD users by surprise as the campaign of “active mobility” promoted actively by the government barely took off six years prior. What are the change processes that were carried out and what were some of the communication barriers affecting this change in policy?

Mkhiwa Trust: Contextualizing a Couple’s Servant Leadership - Featured

On June 30, 2018, the founders of Mkhiwa Trust, Johannesburg, South Africa, considered their dilemma of deepening their impact in South Africa, using education as a key vehicle to bring about systemic change. The case highlights the evolution of their mutual support throughout their careers. The tragic death of their young son had far-reaching implications for the couple and their business interests, their career aspirations and the focus of many of their future business and philanthropic initiatives. It also defined a number of choices taken by the couple since then. The story of these individual leaders, who support each other in their businesses, illustrates the power of a couple as servant leaders.

Amazon as an Employer - Best Seller

Amazon was the biggest Internet-based retailer in the United States and had frequently been featured on lists of the most admired companies. In 2015, The New York Times published an article that portrayed Amazon as a ruthless employer with brutal human resource management practices and a toxic work atmosphere. Employees were divided in their opinions: some found the culture invigorating and others found it hard to survive in. Leaders in the industry came to Amazon's defence, while employees at other organizations began to disclose their own experiences of toxic work environments. Could Amazon continue to grow, thrive, and retain employees if it maintained its current employee management strategy? Did stress foster innovation, and, if so, at what point did that stress become destructive?

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