October 2020

Accounting

Barrick Gold: Integrating ESG into the (Post-Merger) Executive Performance Scorecard - New!

On January 2, 2019, Canada-based Barrick Gold Corporation (Barrick) and Randgold Resources (Randgold) merged to become the largest gold mining company in the world. Following the merger, Barrick's new executive team communicated a financial strategy that emphasized a long-term focus, particularly on sustainability. Barrick's executive performance scorecard—a key management tool used to direct executive attention and evaluate performance—had been introduced in 2013, after an overwhelming majority of shareholders voted against a proposed compensation plan at the annual general meeting. No changes had been made to the scorecard since 2015, despite changes in the organization and in the mining industry overall. An external human resources professional who was proposing a new executive scorecard for the company faced several questions: Should she emphasize the short-term or long-term incentive plan? Which metrics and weightings should be changed? Were the existing financial and non-financial measures still appropriate, and did they adequately reflect Barrick's sustainability goals? Was Barrick doing enough to satisfy regulators, institutional investors, and the many guidelines and standards that had been released in recent years?

Performance Goals at Tractors, Inc. - New!

This case presents the coming year's performance goals as established by Marietta Austin, the new president of Tractors, Inc. (a subsidiary of AA Equipment Corporation [AAEC], a fictional company), along with data pertaining to several years of actual financial performance. Austin has asked her direct reports to come to a meeting with specific ideas for actions that they plan to pursue in order to help the business unit achieve those performance goals. Students are tasked with creating their own ideas for action to meet the stated goals.

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Anandam Manufacturing Company: Analysis of Financial Statements - Featured

In July 2015, the owner of the Anandam Company approached a bank for additional funding to meet the growing requirements of his garment manufacturing firm. The owner was confident about the financial prospects of his firm, with its fourfold increase in revenue and phenomenal increase in profit after taxes over the last three years. In a lengthy discussion with the bank manager, the owner shared the development of his company and the dynamics and growth opportunities of the garment and textile market in India. He believed his firm was performing strongly in a highly competitive industry environment. The bank manager instructed the loan officer to process the loan application as soon as possible and make a decision. Determining the health of the company would involve preparing a trend analysis and a common size statement, interpreting selected ratios, and preparing a basic statement of cash flows. Was the Anandam Company a good candidate for receiving a loan?

Rothmans Inc. — The Curious Case of the Interest Rate Swap - Featured

This case provides students with an opportunity to evaluate the mechanics and effectiveness of an interest rate swap in an actual situation. Rothmans Inc. entered into an interest rate swap in 2001, and the company's public financial statements allow readers to follow the swap through several years until the eventual early pay-off in 2005. Students can determine if the decision to exit the interest rate swap early was good or bad. Rothmans has only one five-year bank term loan and one interest rate swap covering half of the value of the loan. This simplicity provides an excellent learning environment using publicly available data.

For more case ideas, teaching resources or help with placing an order, click here.

October 2020

Entrepreneurship

Onward Technologies Limited: An Indian SME Building a Global Brand - New!

Onward Technologies Limited was an engineering services outsourcing company based in India with divisions and branch offices around the world. Founded in 1991, the company was an early entrant in the services outsourcing sector and had performed moderately well. Over time, the company had moved from providing banking services support to providing engineering services. Competitors, however, showed greater growth, and new companies were commanding an increasing share of the market. In 2006, Onward Technologies Limited underwent a significant restructuring process and sharply reduced its clientele with the goal of establishing a long-term but narrow focus. Still, the company had not been growing at the rate envisioned by its founder. It had secured a significant and prestigious order from a well-known US company and was wondering which path to pursue. Should the company continue doing business in the developed economies and working with new Fortune 500 companies, or should it pursue new opportunities in the emerging Asian markets.

SafeMotos: Scaling up Innovations in African Ride Hailing - New!

In April 2018, the two co-founders of SafeMotos, a motorcycle taxi service in Rwanda, in Central Africa, were examining their expansion plan. Their start-up had not yet become profitable, but they were already making plans to expand into the neighbouring Democratic Republic of the Congo. They were also driven by the larger goals of replicating their tried and tested growth model in other cities on the African continent and moving quickly into the underserved city transportation markets of Asia and the Far East. As they reviewed their four-year experience of working in Africa, they were facing a singular question: What should be the roadmap for scaling up their ride hailing service?

Conexus Credit Union: Anchoring a Digital Technology Startup Ecosystem - New!

In February 2017, the chief executive officer of Conexus Credit Union, a local credit union headquartered in Regina, Saskatchewan, was preparing to meet with the board of directors. He would be pitching his plan to build, staff, and operate a start-up venture program to be called the Cultivator. The Cultivator would create a stream of new regional high-technology businesses that would be well-placed, both for Conexus to serve and its members and the wider community to benefit from. The real question was how to operationalize this model: Should Conexus use the template of existing for-profit start-up accelerator programs to launch companies quickly and optimally to fail or scale? Or considering its community mandate, should Conexus take a different route?

AfreecaTV: The Godfather of Streaming - New!

AfreecaTV Co. Ltd. (AfreecaTV) was a pioneer in the business of live video streaming, as well as in using voluntary donations as a monetization strategy. In August 2020, AfreecaTV's co-chief executive officer (CEO) and its largest shareholder, was facing a strategic crossroads. After battling global live-streaming giant and Amazon subsidiary Twitch to a standstill in AfreecaTV's domestic Korean market, the co-CEO had to decide whether to pursue several risky strategic initiatives, including moving into foreign markets like the United States, further developing the company's video-on-demand service, expanding advertising on the platform, and generating new, proprietary content (e.g., the company's own K-pop group). He wondered which would be the best direction to take AfreecaTV in the coming years.

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Finance

Should Marathon Petroleum Split Up? - New!

On September 25, 2019, an activist investment management company, which was sometimes referred to as the biggest activist hedge fund in the world, publicly released a detailed report advocating for Marathon Petroleum Corporation to be split into three separate companies, divided along three major business lines: oil refinery, midstream services (i.e., pipelines), and retail. The refinery company would consist primarily of 16 oil refineries in the United States and would retain the Marathon name. The midstream company, which would consist of pipelines, logistics, and oil terminals, would be formed from MPLX LP, the publicly traded subsidiary that was 63 per cent owned and fully operated by Marathon Petroleum Corporation. The retail company would be formed from Speedway LLC, the wholly owned subsidiary of Marathon Petroleum Corporation that operated 3,923 retail locations across the continental United States. The investment company argued that Marathon Petroleum Corporation's shareholders stood to benefit considerably from the proposed split. Was the proposition a good idea?

Berkshire Hathaway: Covid-19 and the Great Disconnect - New!

"We simply attempt to be fearful when others are greedy and to be greedy only when others are fearful." Warren Buffet, 1986 Letter to Shareholders. This investment strategy had proven powerful for Berkshire Hathaway, Inc. It had transformed a bad textile company into a diversified investment company, ranked as the 12th largest company in the world in 2019, right behind Apple. It had made Warren Buffet a billionaire and countless of his shareholders millionaires. At the end of 2019, Berkshire's shareholders included Fidelity Investments and the central bank of Norway. The company's stock was considered the number one retirement stock in America. Amid the 2020 coronavirus pandemic, U.S. financial markets crashed at record speed (–35% between February 12 and March 20, 2020), including the biggest single-day drop ever of –12.9% on March 16, 2020, eclipsing the record of October 28, 1929. Expected to be greedy when others are fearful, Buffet was a net seller of stocks and remained on the sideline during that period. His inaction, combined with an unusually cautionary tone at the annual shareholders' meeting, triggered heavy criticisms. Some of his loyalists sold their stocks. As he was approaching his 90th birthday, many started to wonder whether Warren Buffet had changed his time-tested strategy. Was he disconnected from reality? Was he fearful himself?

Warrnambool Cheese & Butter Australia: Acquisition and Appraisal - New!

In January 2017, Canada-based Saputo Inc. was preparing an offer to acquire the remaining shares of an Australian dairy firm, Warrnambool Cheese & Butter Factory Co. Hold. Ltd. (WCB). Saputo Inc. had previously acquired a majority of the equity, but minority shareholders prevented Saputo Inc. from delisting WCB from the Australian Securities Exchange. Although WCB was a publicly traded company, the current share price might not reflect its intrinsic value because its shares were very thinly traded, with most shares being owned by Saputo Inc. and a few minority shareholders. Saputo Inc. had to determine an appropriate offer price for the acquisition.

Allianz Global Corporate & Specialty SE: Digital Innovation of Cross-Functional Smart Evolution - New!

In mid-2019, the chief regions and markets officer of the Allianz Global Corporate & Specialty SE (AGCS) insurance company was wondering how to grow the company’s innovation culture, and how to manage resistance from other areas of the business. AGCS was part of Allianz SE, a European multinational financial services company whose core businesses were insurance and asset management. Recent changes in the global landscape had been driven by technological advancements, and market leaders would need to consider using new methods and innovation. AGCS had set up a new corporate incubator to accelerate digital innovation. However, the digital innovation incubator's journey was not without challenges and learning curve issues, especially during its initial stages. Within 18 months, the new corporate incubator was fully entrenched within AGCS. The next steps involved finding the right key stakeholders and strategic thrust to help it thrive.

For more case ideas, teaching resources or help with placing an order, click here.

October 2020

General Management & Strategy

Maple Leaf Foods: Changing the System - New!

The Maple Leaf Foods (MLF): Changing the System case explores how a major food processor pivoted its vision and operations in an attempt to become the world's most sustainable protein company. Instead of focusing solely on financial goals, the organization's new purpose clearly recognized MLF's potential impact on both society and the natural environment. In the anchor case, senior leaders considered the background and progress of this initiative. The supplemental cases (A to E) offer the perspectives of five stakeholders, each of whom is critical to the MLF initiative. Since an organization is part of an open system, these views allow a consideration of how the different parts of the system may experience, and impact, any change attempt.

Amazon: Customers and Climate Change - New!

On September 9, 2019, thousands of Amazon.com Inc. employees threatened to join the global climate strikes planned for the week of September 20–27, 2019. Employees were protesting the e-commerce giant's customer-centric approach and its lack of transparency regarding its carbon footprint. Pressure for more transparency was mounting—not only from employees but also from various non-governmental organizations, politicians, and competitors. However, transparency could reveal environmental issues that might lead to a boycott of the company's products and services. Furthermore, transparency and environmental initiatives could work against Amazon's customer-centric approach, and would likely not be approved by the shareholders. Amazon.com Inc. needed to make a decision. Should the company adopt a confrontationist approach and steadfastly pursue its customer-centric approach in the interest of shareholders? Or, should it adopt a co-operative approach and change the company's business model to minimize environmental damage?

A.T. Kearney Inc.: The Push to become a Management Consulting Titan - New!

In the first quarter of 2019, A.T. Kearney Inc.'s managing partner had to find a strategy that would help the company move into the top tier of the world's management consultancy firms. The new leader was only the ninth managing partner in the firm's history, having succeeded the previous leader one year earlier. He was a member of the firm's board of directors and had previously led the company's global Communications, Media & Technology practice. He had also been named one of The Top 25 Consultants by Consulting magazine. After his appointment as managing director, he announced that A.T. Kearney Inc. would continue to be committed to helping its clients with their biggest and most important challenges. However, the firm faced a major challenge of its own: how to become a US$2 billion management consultancy titan as quickly as possible and compete against the industry's giants. A.T. Kearney Inc. had to determine what would be the best option for the future of the company.

Maliks: Franchising the Brand - New!

Maliks, a major stationery retailer and provider of photocopy and printing services, had operated in Beirut, Lebanon, for over 25 years. The company's founder was considering the most suitable strategy for his goal of 100 branches by 2020. He was assessing the advantages and disadvantages of adopting the franchising business model as an expansion strategy and wondered what operational problems he would encounter. The Maliks management team was also assessing the viability of using the franchise model to expand beyond the greater Beirut area to achieve substantial growth. The company enjoyed strong brand-name recognition, but there were still many questions about the company's next steps, including whether the franchise business model was the most suitable strategy for Maliks. Did the company have the necessary resources and skilled management team to adequately monitor and support prospective franchisees? How would prospective franchisees be selected? What marketing and operational costs was the company likely to incur as a franchisor? Most importantly, did the Maliks management team have the required skills to effectively manage the franchise model?

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Information Systems

Getting Smarter About Smart Buildings - New!

If we think big enough, smart buildings can play a key role in helping us figure out what work will look like in the coming months and years. They should promote productive collaboration; improve virtual as well as physical work; yield data that's visible to employees, not just their bosses, for coaching and development; and help us apply lessons we learn about effective work over time.

Cathay Pacific: Navigating Digital Disruption - Featured

In 2017, Cathay Pacific Airways Limited (Cathay Pacific) began its largest transformation program in 20 years in response to business hardships the airline had been experiencing since 2016. The program used digital enablement and insight orientation to realign the company's newly defined business focuses and to establish supporting pillars for further development. Information technology (IT) not only played a lead role in this corporate transformation, but it also became increasingly vital to Cathay Pacific's future growth. In 2018, this transformation seemed successful, but important questions remained regarding the development of Cathay Pacific's IT strategy over the previous decade, the company's focus for its IT investments, and the factors that led the company into hardship. As it moved forward, how far could Cathay Pacific go with its digital transformation? How could IT influence the company's future business strategy: could it help Cathay Pacific avoid further turbulence?

Tech Talk: Creating a Social Media Strategy- Featured

Tech Talk is an electronic content publishing portal that publishes articles on information and communication technologies. The articles cover specialized areas such as business analytics, e-governance, e-commerce, web technologies, big data analytics, software project management, telecommunication systems, business management theories, service science, e-payments, and Internet marketing. As a growth strategy, the co- founder of Tech Talk wants to draw traffic by creating a larger social media presence. He wants to use established strategies, and has the following questions: How should he strategize the interaction with readers on social media? With so many platforms like Facebook, Twitter, and LinkedIn, which ones should he focus on? Should he manage the social media marketing in-house or outsource it?

Optima Business Group: Leveraging Information Technology for Salesforce Enablement - Featured

Optima Business Group (OBG), a consumer packaged goods firm, achieved significant improvements in its sales and distribution processes through the implementation of sales force automation (SFA). The implementation was carried out in the urban markets of OBG, but it was not an easy journey. The chief technology officer has to decide whether OBG should implement SFA in its rural markets and, if so, how it should be executed. What are the risks and benefits of implementing the system? Competitors are fast leveraging information technology in other functions such as finance, HR and vendor management and OBG needs to catch up. Finally, competitors of OBG are adopting innovative methods to share the costs of IT implementation (e.g., handheld devices) with their partners. Faced with different options, and a unique terrain of conducting business in the emerging economy of India, the chief technology officer has to decide on OBG's future IT strategy.

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October 2020

Management Science

Broadway through Covid-19: Can the Show Go On? - New!

In April 2020, amid the global pandemic resulting from the spread of Covid-19, the president of the Broadway League, which represented theatre owners, producers, presenters, and general managers for Broadway and across North America, faced a challenge. On March 12, 2020, Broadway had suspended all plays and musicals. The president and her team needed to determine when Broadway might be able to reopen, what the Broadway League should be communicating to producers and guests, and what the reopening of Broadway would look like amid the global coronavirus pandemic. However, to reach these decisions, she first needed to determine the reliability of the recently released New York State antibody study and estimate the true prevalence of antibodies in the population.

CSR Bonus at CapTech - New!

This case follows Anisha Anderson, who has had three of her customer service representatives (CSRs) quit. Her job is to think about how she can adjust the CSR training and bonus program to promote retention in the department, which has been a cause of concern for a while.

To Fight Pandemics, We Need Better Data - New!

The United States has had many problems coping with the coronavirus. A critical — and underappreciated — problem is bad data: Without good data, planners can’t plan, epidemiologists can’t model, policy makers can’t make policy, and citizens don’t trust what they’re told. The U.S. needs a robust program, with professional management of the data supply chain, to develop trustworthy data about pandemics and other public health crises.

Harley’s Corner: Positioning Dilemma in the Pet Food Market - Featured

In January 2016, the chief executive officer of Harley’s Corner, an India-based online retailer of gourmet dog food, faced a decision dilemma. He needed to decide on the most suitable positioning strategy for the business, which competed against several well-known brands, including other fresh, gourmet, home-cooked food for pets. Harley's Corner needed to convey a proposition that ran deeper than simply representing an "all-natural, home-cooked" fresh pet food. How could he differentiate the offerings in a relevant way to retain his loyal customers, attract new customers, and thereby grow the business? What was the best way to position his brand, Harley's Corner, which catered to a niche segment?

Marketing

From BoysTown to yourtown: Rebranding an Iconic Australian Charity - New!

yourtown was an Australian non-profit organization offering a variety of services to children, young people, and families, supported by a range of stakeholders including federal and state governments, corporations, and, most significantly, members of the public. It was best known for its art union initiative in which supporters bought tickets to a raffle for luxury homes and automobiles. In 2016, the organization rebranded from BoysTown, which at the time had awareness levels of 60 per cent in Australia. Now, in 2017, yourtown had an awareness level of only 10 per cent. Had the rebranding been the right move? Had it been too slow? Was it possible to regain past awareness levels or even exceed them?

Kanopy LLC: Growth Challenges of an Educational Video Streaming Company - New!

Kanopy LLC (Kanopy) was a video streaming platform that hosted independent and documentary films for educative purposes. Founded in 2008, Kanopy had rapidly expanded to several countries. By 2017, it had more than 3,000 college libraries and several public libraries as subscribers. Although Kanopy’s services were received with much enthusiasm, under Kanopy’s pay-per-view pricing model, libraries soon incurred subscription fees that exceeded their budgets. Kanopy’s popularity became an impediment to growth as libraries cancelled subscriptions or switched to more restrictive models. By December 2019, even though Kanopy’s revenues were increasing, the company’s founder needed to consider how to ensure the company’s continued growth. Given libraries’ constrained budgets, what changes did Kanopy need to make to sell its streaming services to libraries?

Seroflo in Nepal: Sustaining Brand Leadership in COVID-19 Times- New!

In Nepal, which primarily relied on the use of oral therapy for the treatment of chronic respiratory conditions, Nirparaj Joshi, country manager for Nepal at Cipla Limited (Cipla), had been successful in creating a market plan for the inhaler brand, Seroflo. After consistent efforts, Seroflo had risen to the top market position in fiscal year (FY) 2019–20. This had established the brand not only as a category leader in the respiratory segment but also as a leader in the overall Nepalese pharmaceutical market. Joshi had planned a massive outreach campaign in FY 2020–21 to further push the absolute sales, increase the prescriber base, and boost patient enrollment. However, when everything seemed to be on the right track, the entire world was gripped by the novel coronavirus (COVID-19) pandemic. This forced Joshi to re-strategize so as to adapt the brand to the "new normal" and sustain brand leadership. He was faced with many challenges and needed a revised roadmap to navigate the crisis. He was also evaluating whether or not this was the right time to transition to an Agile marketing approach.

Spencer's Retail Limited: Store Format and Private Label Decisions - New!

Spencer's Retail, a fast-moving consumer goods retail chain in India, had been perceived as an expensive retailer exclusively for high-end consumers. A new sector head took over in 2013 and shifted the store from a positioning statement of "Taste the World" to "Make Fine Living Affordable." Within five years, Spencer's was making a profit. However, traditional grocery stores continued to dominate the Indian retail scene and were more heavily frequented by Indian shoppers. To maintain a sustainable profit, Spencer's had to expand the business by opening more retail outlets and increasing same-store sales growth by increasing footfalls and basket size. What store format and combination of private label and national label products would help Spencer's reach this goal?

Goya Foods, Inc.: Boycott or Buycott Due to the CEO's Political Stance - New!

Robert Unanue, chief executive officer (CEO) of Goya Foods, the largest Hispanic food company in the United States, came under criticism on July 9, 2020, when as an invited guest at the White House, he praised the US President. Upset community members boycotted Goya products. Supporters of the US president, on the other hand, began to buycott. Experts mentioned that weighing into political opinion before the 2020 US presidential election was a bad business decision for any corporate entity. Was Unanue wrong in sharing his opinion? What could the possible impact of the boycott be on Goya's revenues? What should Unanue do to manage the company's reputation?

For more case ideas, teaching resources or help with placing an order, click here.

October 2020

Operations Management

Suning Logistics: Transformation of Retail Logistics - New!

Suning Logistics, a retail logistics enterprise, was located in Nanjing, Jiangsu, China. As a subsidiary of Suning Holding Group (Suning), Suning Logistics represented the core competitiveness of Suning in occupying the leading position in China's retail landscape. Suning Logistics was registered as a company in 2012 but was a subsidiary of Suning before growing into Suning Logistics Group (Suning Logistics) in 2015. During the 30-year development process, Suning Logistics had repeatedly iterated and upgraded its logistics model to support the transformation from a physical retailer to online retailer. With the China's new retail wave, experiential shopping and digital consumption brought challenges to the logistics upgrade. To win competitive advantage, the general manager of Suning Logistics had to make a choice between two transformational directions: Should the company improve the logistics efficiency of multi-scenario retail? Or, should it explore the reverse supply chain with emerging technology?

Amazon Goes Global 2020 - New!

Amazon.com Inc.’s (Amazon’s) global expansion from 1998 to 2020, started with investment in the United Kingdom and Germany and ended with investment in the United Arab Emirates (UAE). In 2019, as one of the world’s largest e-commerce companies, Amazon had a 15.1 per cent share of the worldwide e-commerce market with operations in 16 countries, including both developed and emerging markets. However, the company was showing unbalanced performance across countries. For example, in 2019, Amazon was the market leader in the United Kingdom (23.3 per cent market share) and Germany (48.3 per cent market share), while it only held 0.2 per cent of the Chinese online retailing market, far behind the market leader who had a 42.7 per cent market share, and it held only 1 per cent market share in Brazil with the market leader having 23.2 per cent. Amazon faced critical challenges in developing its future international strategies. Should it continue its global expansion into new markets? What should the company do with less successful markets such as China and Brazil? Also, how should Amazon deal with the ramifications of an unexpected global pandemic event in its international strategy?

Tristar Hotel Group: Customer Satisfaction and Technology Adoption - New!

Ken Edwards, founder and chief executive officer (CEO) of Tristar Hotel Group (Tristar), was reviewing the financial performance for his bustling hotel portfolio. In the spirit of the risk-taking and experimental mindset that Edwards brought to Tristar, adopting automated robotic service delivery was top of his mind. Earlier in the year, he had authorized a pilot project to evaluate the costs and benefits of using a robot named ARCHIE; now he needed to determine whether to proceed and implement ARCHIE for room service delivery on a full-scale basis at one of Tristar's hotel properties.

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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October 2020

Organizational Behaviour & Leadership

Starbucks Corporation: A Bittersweet Reputation Recovery - New!

In April 2018, following an in-store incident in Philadelphia that resulted in the unwarranted arrests of two Black men, Starbucks Corporation (Starbucks) faced a severe public relations crisis. A video of the incident, posted on Twitter, quickly generated widespread attention, online criticism, and in-person protests from people who accused the coffee giant of having exhibited racial bias. Within a few days, Starbucks shared press releases that featured its chief executive officer personally apologizing and taking responsibility for the incident. The chief executive officer also announced that US Starbucks stores would close for an afternoon for racial bias training and education. Although many public relations experts and customers commended Starbucks for its response, others continued to criticize Starbucks, claiming that its response wasn't genuine, but merely an attempt to protect reputation and avoid losing business. Further, while the training may have yielded positive education for employees, was it enough to prevent similar incidents from occurring in the future? What could Starbucks do to demonstrate its intentions were genuine? How could it correct its mistake, address the root cause of the incident, keep customers' trust, and thrive as the world's largest coffee retailer?

Breaking the Silence (A): Taboo Topics - New!

Students need to practice talking about taboo topics. The ‘A’ case offers background on recent calls to end discrimination (e.g., #MeToo, Black Lives Matter protests) and highlights the struggles business schools, in particular, have faced in dealing with intolerance. It offers an opportunity for students to consider and role play eight mini-cases based on real events. Topics covered include gender, race, diversity/inclusion, socio-economic inequities, harassment, LGBTQ+ issues, white privilege, and ableism. The ‘B’ case asks students to consider similar past interactions in their own lives so they can personalize the process and make plans for how they will deal with such events in the future.

McDonald’s in India: Not a Happy Meal - New!

In September 2017, news spread of McDonald’s India terminating its franchise arrangement with its joint venture (JV) in India. The termination notice was the newest step in the saga of the conflict between the two JV partners—US-based McDonald's and the Indian partner Vikram Bakshi of Connaught Plaza Restaurants Limited (CPRL). McDonald's entered India in 1996 through a JV that was originally seen as the perfect combination to share investments, reduce risks, and succeed. The events between 2013 and 2017 showed that this was not true, and many reasons were suggested in the media for the problems—strategy, team, resources, and a mismatched value system. Did the former franchise holder CPRL have a legal right to use the McDonald's name anymore? Could the partners resolve their differences?

Rawayeti Foods: Performance Management in a Family-Owned Business- New!

In 2017, the chief executive officer of Rawayeti Foods, a Pakistani company dedicated to ensuring the purity and quality of its spices and pulses, was considering the future of his family-owned business. The company had experienced great success since its inception in 2011, but Rawayeti Foods was planning to expand its operations into other parts of the company. Formalized management practices, job descriptions, and performance management systems were not in place, but the chief executive officer and his sons knew expansion would be successful only if the company formalized its human resources management policies and practices for consistent country-wide implementation. Had the time come to shift focus from operational matters to management and human resources concerns? Could Rawayeti Foods gain buy-in from its employees and introduce a new performance management system that was seen as fair, equitable, and motivating?

For more case ideas, teaching resources or help with placing an order, click here.