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List of Case Studies on
LEADERSHIP

IBS Case Development Centre

Women Leaders in Fashion Business: Yves Saint Laurent's (YSL) Valerie Hermann

The Darwinian Theory – 'survival of the fittest' applies to the fashion industry where fashion changes faster than seasons. The definition of 'fittest' also changes accordingly. Fashion businesses for over decades has been built on the core principles of rarity and exclusivity – operated with 'supply-creates-demand' psyche. Buzz around the founder, engulfed the business side. With the emergence of new contexts, fashion businesses are waking up to the new realities. With increasing competition and high volatility in fashion trends, these companies are realising the need to strike a balance between creativity and business. Like other major industries namely banking, IT, retail, etc., this industry is learning the economics of business. Although the industry has embraced technology, improved its supply chain logistics, modified organisational structures, not much change has been witnessed in terms of encouraging the participation of women in business as executives. The industry has a dearth of women executives – barring a few like Coco Chanel and Liz Claiborne. However, proving detractors wrong, more number of women are shouldering big responsibilities in this industry. Valerie Hermann took up the challenge of turning around YSL as its CEO in 2005 – that was suffering for decades. Her new initiatives are paying off and her approach towards YSL is being commended by analysts. This case study discusses the role of women executives in an unpredictable fashion industry and debates upon whether women executives can become 'the turnaround CEOs of loss-making businesses'.

Pedagogical Objectives

- To prepare an industry analysis of the fashion business to gain insights of its market dynamics and to analyse the industry attractiveness using Porter's Five Forces Model
- To examine the emergence of women in business especially in the fashion industry and therefore compare the leadership styles of women executives with that of men
- To discuss the challenges and constraints for women executives in the fashion industry and debate on what it takes to be a successful women executive in this industry.

Industry	Fashion Retailing
Reference No.	LDS0029
Year of Pub.	2009
Teaching Note	Available
Struc.Assig.	Available

Keywords

Leadership, Valerie HermannWomen in Business, Fashion, Industry Analysis, Industry Attractiveness, Five Forces, Portat, YSL, Retail, Coco Chanel, Supply Chain, Leadership Case Studies, Creative Industries, Turnaround

Royal Military Academy Sandhurst (RMAS): Leadership Lessons

"Study the past if you would divine the future", said Confucius, which is the overarching objective of this case. How were all the battles and wars fought, right from Sun Tzu's The Art of War and Genghis Khan, and may be even beyond? What principles guided some of the armies to victory, while many were left with bruised failures? How did they formulate strategies and who executed them? What was the commander-in-chief's role? Do the beginnings of management have roots in military for organisational structure, resource mobilisation and resource allocation, motivating the forces, etc.? What are the similarities and dissimilarities between military leadership and corporate leadership, if any? This case study enables a discussion on all the above questions. Management as a discipline had evolved over many decades imbibing practices from various other fields. Military is one such field. Management borrowed some practices from military and vice versa. What are they? The case can also be used to dwell on this in the backdrop of Royal Military Academy Sandhurst (RMAS).

Pedagogical Objectives

- To compare and contrast military leadership with corporate leadership
- To explore if corporate leadership has its roots in military leadership
- To understand RMAS' leadership training initiatives and debate whether companies can emulate some of those practices
- To analyse the challenges in adopting the military leadership style in companies nurturing 'open culture'.

Industry	Not Applicable
Reference No.	LDS0028
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Leadership; Military; The Art of War; RMAS; Henry Fayol; Sandhurst; Strategy; Sun Tzu; Warfare; Culture; Crisis; Leadership Case Studies; HRM, Marketing; Drucker

Colgate-Palmolive: Leadership Style of Reuben Mark

Colgate-Palmolive, headquartered in New York City is the world leader in oral care products. Its consistent success in the oral care segment was attributed to Reuben Mark (Mark), who has been the CEO of Colgate-Palmolive for the past 23 years, since 1984. As the company's CEO, Mark stressed that focus is an important element of leadership at Colgate-Palmolive. His business ideas reflect his accumulated experience and his humane view of how to lead a business organisation. He persistently focused on achieving consistent growth which is required to maintain the company's global success and make it stronger. Mark followed a different style to lead the company. According to Mark, it is the management's responsibility to implement and make improvements in the organisation so as to move it towards excellence. The case study allows for discussion on how personal styles of leadership influence corporate leadership styles.

Pedagogical Objectives

- To analyse the different leadership styles that drive a company's success
- To analyse how personal beliefs, attitudes, lifestyles influence business decisions
- To analyse the leadership styles of Reuben Mark and his views on corporate leadership.

Industry	FMCG
Reference No.	LDS0027C
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Colgate-Palmolive; Leadership Style; Corporate Leadership; Ian Cook; Effective Leader; Transformational Leadership; William Colgate; Business Decisions; Leadership Case Study; Restructuring; Moving the Bell Curve; Reuben Mark

Robert Nardelli: Driving Chrysler Off the Road?

A distressed corporate major like Chrysler and the appointment of its CEO, Robert Nardelli (Nardelli) calls for a fascinating discussion detailed in the case study. It is aimed at introducing students to explore leadership styles and apply them to a particular situation. Students are led to insights in situational leadership and to the understanding that effective executives use a collection of leadership styles matching the right situation. The case discussion would also call for a role-play, where students were asked questions – like how do you view the situation? what issues surround your role?

Pedagogical Objectives

This case study helps students to understand and analyse:

- Leadership styles
- The portability of leadership skills
- Execution – the discipline of getting things done
- CEOs on leading change during turnarounds
- Situational leadership.

Industry	Automobile
Reference No.	LDS0026
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Leadership Styles; Portability of Leadership Skills; Turnaround; Situational Leadership; Robert Nardelli; Daimler Chrysler; Carlos Ghosn; Leadership Case Study; Execution-Discipline of Getting Things Done; CEOs on Leading Change

Corrado Passera Restructuring Poste Italiane and Banca Intesa: The Leadership Style of the Corporate Savior

Corrado Passera was one among the rare breed of Chief Executive Officers who had the unique achievement of successfully restructuring three loss making Italian companies in a period of one and a half decade. A graduate from Wharton Business School, Passera joined the loss making Italian Information Technology Company, Olivetti, in 1999 as its Managing Director and Co-CEO. He, along with the company's Chairman, Carlo DeBenedditti, restructured Olivetti by refocusing on the company's core business line of ink-jet printers, slashing the redundant work force and hierarchy of management, and expanding the company's business into an altogether different area of cellular telephony. Next, he was instrumental in restructuring the Italian postal services department, Poste Italiane, which was beset by government apathy and bureaucratic inefficiency. In 2002, when Passera left Poste Italiane, it was already a profit making company. His next assignment was to restructure the Italian banking Group, Banca Intesa. At that time, the banking Group was struggling under the burden of non-performing loans. It was also grappling with the challenge of integrating three separate independent banks, Banco Ambrosiano Veneto, the Cariplo Savings Bank, and Banca Commerciale Italaina; that combined to form Banca Intesa. Since September 2002, when Passera embarked upon the restructuring plans of Banca Intesa, the bank's revenue had steadily increased.

The case provides a perfect backdrop for the students to discuss the leadership and motivation style of Passera. It also provides insight into the change management strategies of the corporate savior.

Pedagogical Objectives

- To have a brief understanding of Organisational Restructuring
- To understand the importance of human resource management in the context of Organisational Restructuring
- To understand how delegation of authority and responsibility impacts in the employee morale
- To analyse how the employee morale and motivation enhances the performance.

Industry	Financial Services
Reference No.	LDS0025K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Corrado Passera; Poste Italiane; Banca Intesa; Olivetti; Leadership; Motivation; Change management; Corporate restructuring; Functional organisation; Customer focus; Hierarchy of management; Lay off; Leadership Case Study; Change manager; Inorganic growth strategy

Virgin Group: Richard Branson's Business with Flamboyance?

Richard Branson is leading a well-diversified Virgin Group with over 350 companies. He is known for his outlandish and flamboyant leadership style. In 2005, the Virgin Group had annual sales of about $8 billion with operations in Africa, Asia, Australia, Europe, and North America.

With the group becoming bigger and more diverse, Branson emerged as a strategic and charismatic leader rather than a hands-on manager. Industry observers felt that the group needed a systematic approach to control, and exploit its synergies between its businesses, and manage risks. But the question was whether the group would sustain as an entity as it seemed to be led by the active involvement of Branson.

Pedagogical Objectives

- To understand the growth of the Virgin Group
- To analyse the role of Richard Branson in the growth of the Virgin Group
- To study whether an organization requires a systematic approach to manage its activities
- To understand whether Virgin Group can grow further without the charisma of its leader.

Industry	Diversified Business
Reference No.	LDS0024B
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Virgin Group; Richard Branson; Leadership; Unorthodox; Virgin Airlines; Leadership Case Study; Charity; Virgin Atlantic; British Airways; Continental Airlines; Virgin Brand

.Steve Jobs: A Rejuvenator

Since the 1970s, Apple had been a leader in the global computer market. Its founder Steve Jobs had molded the company to become a leader in the computer market. Though he left Apple in 1985, Jobs made a come back in 1996 as interim CEO to revive Apple from its problems. In 2006, Disney acquired Pixar in which Steve Jobs was the CEO. Disney made Steve Jobs responsible for Disney-Pixar animation business. With Disney undergoing difficult times and as Apple was financially strong in 2006, a few analysts felt that Steve Jobs should leave Apple and head Disney. But a few others opined that he should not leave Apple. It remained to be seen whether Steve Jobs would head Disney or remain as CEO in Apple.

Pedagogical Objectives

- To discuss about the computer market
- To understand how Apple became a market leader under the CEO Steve Jobs.

Industry	PC Industry
Reference No.	LDS0023B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Steve Jobs; rejuvenator; computer market; Leadership Case Study; software market; Apple; market position; market monopoly; Disney; Pixar; business models; Macintosh; Apple products; iPod; MP3 player; expansion plan

Will Proton's New Leadership steer it to Success?

In 1983, Perusahaan Otomobil Nasional Sdn. Bhd. (Proton) was founded to symbolise country's rapid industrialisation and aspirations to first-world status, by prime minister Mahathir Mohamad. Since its inception, Proton grew consistently from a mere assembler to an integrated car company and became a national icon of Malaysia. Even with the iconic status, cheap prices and imposition of heavy tariffs on rivals Proton's domestic market share which once peaked at 74% in 1993, declined to 35% in 2005.

According to ASEAN Free Trade Agreement (AFTA) introduced in 1992, ASEAN members agreed to eliminate intra-regional tariffs and non-tariff barriers. Malaysian automobile industry protected by its government was expected to face troubles in future as the AFTA facilitated foreign players to establish their base in Malaysia. On the contrary Perodua (the second national car of Malaysia) performed well and went ahead Proton for the first time in the history.

In order to combat the economic challenges and competitive pressures from Proton, Syed Zainal (former Executive Director at Perodua) was appointed as CEO of Proton. Would Syed Zainal be able to steer Proton back on to the success path?

Pedagogical Objectives

- To analyse Malaysian passenger car industry and Proton's share
- To understand importance of Political and Legal factors on the growth of Proton
- To analyse the growth and market penetration strategies of Proton.

Industry	Passenger Car
Reference No.	LDS0022A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Proton; Perodua; National car; Leadership Case Study; Malaysian automobile industry; Mahathir Mohamad; Syed Zainal Abidin Tahir; Market share; Asian Free Trade Agreement; ASEAN; Passenger car industry; Mitsubishi Motors Corporation (MMC); Heavy Industries Corporation of Malaysia (HICOM); Tariffs; Volkswagen; Branding; Strategic alliances; Leadership; Excise and import duty; Growth; Market position; Competitive advantage; Research & Development

Napoleon – The Master Strategist

The modern era trade could be called the 'warfare' of business people as they maneuver for increased revenues on the battlefield of commerce. Winning the business war could depend upon many factors such as, focus in creating a plan, flexibility, good people with skills and equipment, and a good leader with abilities to motivate and manage people.

Napoleon Bonaparte used these factors to win his battles. Napoleon's 'La Grande Armee' (French word for 'Big Army' or 'The Great Army') achieved an advantage over their enemies following Napoleon's flanking strategy, first mover advantage and by living off the land. However, Napoleon also faced failures in some of his wars and downfall in later stage of life.

The case correlates Napoleon's warfare strategies with modern era business situations. The achievements and failures of Napoleon provide several insights to corporate strategists. Several parallels could be drawn from Napoleon's life by today's managers.

The case highlights Napoleon's strategic leadership skills through which he transformed his weak army into a brave one. It also discusses how Napoleon used flanking strategy to surprise the enemy; how he made Innovations and got first mover advantage and his supply chain management skills. Besides, the case also highlights the insights that Napoleon's failures provide to managers.

Pedagogical Objectives:

- To link the Napoleonic warfare strategies vis-à-vis modern era Strategic Management
- To discuss the concept of strategic leadership
- To analyse innovation strategies and first mover advantage
- To understand flanking movements and offensive strategy.

Industry	Not Applicable
Reference No.	LDS0021A
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Available

Keywords

Business Strategy; Strategic Management; Leadership Case Study; Competitive strategy; Strategic Leadership; First Mover Advantage; Innovations; Supply Chain Management; Offensive Strategy; Flanking Movements; Military Strategies; Warfare Strategies; Napoleon Bonaparte; La Grande Armée

Howard Stringer: Turning Sony Around

On March 7th 2005 the Board of Directors of the giant multinational Sony Corporation created history by appointing a non-Japanese, Howard Stringer to head Sony Corporation as Chairman and CEO. Stringer took over at a time when operating margins of the Electronics division, which contributes to nearly two-thirds of Sony's total revenues, were showing negative growth. Sony's product segments were also beset with problems. The company was losing the television wars to Sharp, its Walkman line was being crushed by the Apple iPod and its PlayStation games console was threatened by Microsoft's X-box. In September, 2005 Stringer began implementing the first part of his strategy to turnaround Sony. He cut 10,000 jobs, 7% of Sony's global workforce, closed down 11 out of 65 production facilities worldwide and put in place plans to reduce costs by $1.8 billion by March, 2007.

The case highlights the strategies adopted by Stringer primarily with respect to the Electronics Division. Stringer realised that reducing costs was just one of the many parameters that could affect bottom lines. What was required was new projects and strategies covered by timely decision making. Sony's lacklustre performance in the electronic business was because of low-price competition from, amongst others, Samsung, Matsushita Electric (Panasonic), Apple and Microsoft. The case analyses the product groups with the games consoles, audio systems, digital cameras and television. It examines the performance of these groups and studies the downslide in sales over the years especially in the new millennium.

Stringer was also trying to reinvent Sony's brand image to make it more relevant to digital-age consumers. He had to keep in mind the reality that standardisation of key parts and the increasing role of contract manufacturers in the electronics industry had led to falling margins and a tougher competitive landscape. Stringer had to also sort out copyright infringements and antipiracy problems. The major goal of his restructuring plan for Sony was to make electronics more profitable by making gadgets and content work together effectively so that consumers would be willing to pay a premium price for them. Stringer also felt strongly about High-Definition (HD) products being the key to Sony's future success. Also, under his stewardship, Sony was the first to make the television the centre of the Internet world by skirting around the computer monitor and taking the Internet direct to the television screen.

The case further details the initial results of Stringer's turnaround strategy. By January, 2006, Sony's stock price on the Nikkei rose by 30% over the earlier three months, outpacing Japanese rivals such as Pioneer, Sharp, and Panasonic. Operating margins had also turned the corner, up from 1.3% in 2004 to 2.6% in 2006.

Pedagogical Objectives:

- To discuss issues on turnaround strategies
- To discuss leadership initiatives and styles.

Industry	Consumer Electronics
Reference No.	LDS0020C
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Sony; Howard Stringer; Consumer; Electronics; PlayStation; Digital Rights Management (DRM); Globalisation; Leadership Case Study; Universal Media Disc (UMD); Walkman; MP3; iPod; Entertainment; Brand; Profitability; Television

JP Morgan - The 'Dimon' Medicine at Work

On January 1, 2006, James 'Jamie' Dimon took over as CEO of JP Morgan Chase. Dimon had been the CEO of Bank One Corporation before it merged with JP Morgan Chase in July 2004. He had been the protégé of Sandy Weill, the ex-Citigroup CEO, but the two fell apart amidst tensions of the series of mergers and integrations that went in creating the current Citigroup. The job ahead for Dimon was again one of integration. JP Morgan, the second largest US financial services company by assets, was a loosely integrated body of various acquired financial companies. But despite its size, growth and profitability had been subdued. With an overpaid staff and an underperforming stock, JP Morgan was gravely in need of a shake-up. Dimon had prescribed his medicine right at the onset of his stint at JP Morgan — keep costs flat and raise revenues. He had already started implementing some of the changes in the last few months, but the turnaround was taking more time than he had predicted. Expectation of Wall Street was mounting, and he needed to deliver results soon. The question was, given the scale and culture of the company, would Jamie be able to administer the pill at JP Morgan? The case deals with his 'no-frills' management style and investigates whether that would fit into the JP Morgan work culture and translate into topline and bottomline growth.

Pedagogical Objectives

- To understand and familiarize with the importance of integration in the success of M&A strategies
- To understand the importance of change in existing culture for the success of turnaround strategy
- To understand leadership in general and no-frill management style in particular
- To analyse whether a particular type of leadership can be successfully transferred in other organisations.

Industry	Large Market Investment Banking
Reference No.	LDS0019K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

JP Morgan; Bank One; Jamie Dimon; CitiGroup; Sandy Weill; Finance; Banking; Cost cutting; Culture; Management style; Leadership; Merger; Leadership Case Study; Integration; Acquisition; Takeover

Warren Buffett – Maverick of the Market

Warren Buffett the chairman and CEO of Berkshire Hathaway had been unquestionably the most successful investor of our times. His mantra 'Value Investing' and 'The power of compounding' stood the test of time. Buffett was an early bird having started his investing career at a very young age and used the compounding effect of money to the core. His talent for investing in the right kind of shares was phenomenal. This maverick of the market had a lot to teach to those who were troubled by the vagaries of the stock market. His strategies were a must study for the potential financial pros.

Buffett's investment philosophy, his phenomenal wealth, a comparatively frugal lifestyle, his lack of faith in the technology stocks and the dot com companies, his unflinching commitment to value investing and compounding were all guideposts for those who wanted to follow his footprints.

Pedagogical Objective

- To discuss how Warren Buffet succeeded as an investor.

Industry	Not Applicable
Reference No.	LDS0018B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Investment; Warren Buffett; fundamental analysis; Technical analysis; economic moat; US stock market; Philanthropy; Value investing; Berkshire Hathaway.

Bill Gates' Retreat: Future of Microsoft?

This is a narrative case about Microsoft and Bill Gates.

Microsoft has been a leader in the global software market. Its founder Bill Gates had been instrumental in moulding Microsoft to a software giant. Though Microsoft has been dominating the software industry, it was facing several problems which analysts felt that it would be different to overcome in the near future. At this crucial hour, in 2006, Bill Gates decides to step down from his position to concentrate on philanthropy. What will happen to Microsoft without Bill Gates? Will Microsoft's problems force Bill Gates to make a re-entry?

Pedagogical Objectives

- To discuss how Bill Gates shaped Microsoft
- To understand the problems faced by Microsoft.

Industry	Software
Reference No.	LDS0017B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Bill Gates; software industry; microsoft; extinguish; embrace; and extinguish windows; leadership; MD-DOS internet; security problems; philanthrophy; google; linux; transition; rayozzies.

Growth and Leadership at Mckinsey

In 2005, Mckinsey & Company (Mckinsey) was the world's largest and most prestigious management-consulting organisation, with 7,000 consultants in 82 offices across 44 countries with annual revenues of $3.4 billion. During the dotcom boom, Mckinsey had expanded its business rapidly. Like most other consulting firms, Mckinsey had got carried away in the e-business wave to increase revenues and partner payouts in 2000. When the boom turned to bust, the firm was stuck with far too many consultants and not enough assignments. The utilisation rate, of its consultants fell to 52% in 2003, its lowest level in more than 32 years, compared to 64% during the boom.

The case describes the entrepreneurial history of the firm and the efforts of the visionary, Marvin Bower in making Mckinsey a global player. The note gives a snapshot of the management consultancy industry. The leadership at Mckinsey and the knowledge management has been described. The case highlights the real challenge for the new managing partner to continue the growth of the firm. It ends on a debate whether Mckinsey compromised on its core philosophies for growth and would Mckinsey be able to remain a leader in the industry, without compromising its founding values.

Pedagogical Objectives

- To understand the nature of the management consultancy industry
- To discuss the issues involved in globalisation of the management consultancy
- To analyse the growth strategy of McKinsey for globalization and its success
- To discuss the role of leadership for success at McKinsey
- To debate the sustenance of its growth in a competitive world.

Industry	Global Management Consultancy
Reference No.	LDS0016A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Management Consultancy; Leadership; Vision; James O. Mckinsey; Marvin Bower; Strategic Management; Business History; Globalization; Industry Analysis; Entrepreneurship ; Innovation.

Exxon Mobil's New CEO, Rex Tillerson's Agenda – Diplomacy: Can He Manage?

In the mid-1980s, the global oil industry witnessed the rise of a new phenomenon called resource nationalism. Nationalisation of oil reserves resulted in restricted access to oil reserves for global oil majors. With oil-rich nations dictating tougher terms, Exxon Mobil, the largest oil company faced the biggest challenge, as under the leadership of its former CEO, Lee Raymond, the company was largely resented by national governments due to its tough negotiating stand. It is believed that to sustain its access to oil reserves across the globe, Exxon Mobil needs to negotiate with national governments employing tact and diplomacy, a skill that Rex Tillerson, the new CEO of Exxon Mobil, is known for.

Pedagogical Objectives

- To understand the landscape of the global oil industry and how geopolitical forces exert a strong influence on the supply-side
- To discuss whether the diplomatic skills of Exxon Mobil's new CEO, Rex Tillerson, would help the company in successfully negotiating oil deals with hostile governments of oil-rich countries
- To debate whether alternative sources of energy would ever be able to completely substitute oil
- To analyze, in the light of the fact that global oil reserves are fast depleting, whether Exxon Mobil can afford to place its bet on technology to explore and exploit new reserves and overlook the growing importance of alternative fuel.

Industry	Oil & Gas Refining, Marketing & Distribution
Reference No.	LDS0015
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Geopolitics of oil; Major producers of oil worldwide; The major consumers of oil; Nationalisation of oil reserves; Role of goodwill for a company; Factors that drive growth in global oil industry; The changing trends of global oil industry; The importance of alternative fuels; Negotiation skills; Impact of oil prices on world economy; Successful global CEOs (chief executive officers); Leadership strategies; Business model of Exxon Mobil; Consumption patterns of oil; Royal Dutch Shell; Chevron; Texaco; BP (British Petroleum).

MIT's Media Lab: Frank Moss' Culture Change

Established in 1985, MIT's Media Lab became the most popular research lab in the world by popularising the 'digital revolution'. The Lab had been mainly funded by corporate sponsors since its inception. However, since the early 21st century, it has been witnessing a decline in sponsorships. Increasing competition, failure of its expansion ventures in India and Ireland and its research leading to only few commercially-viable products are some of the reasons cited for the decline in its funding. On February 1st 2006, Nicholas Negroponte, the founder director of the Lab, retired and Frank Moss was appointed as the new director. It is believed that Moss' experience as an entrepreneur would be beneficial for the Lab to increase its corporate sponsorship. True to that belief he has brought in new initiatives whose efficacy is yet to be tested.

Pedagogical Objectives

- To understand the transformation of MIT's Media Lab as the most popular research lab in the world
- To focus on the issues behind the decline in the corporate funding of the lab
- To discuss how Frank Moss' culture change initiatives might help the Lab to regain its ability to attract corporate sponsorship.

Industry	Academic and Research Institutions
Reference No.	LDS0014
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

keywords

Media research labs; MIT's Media Labs in Asia and Europe; Main sponsors of MIT's Media Lab; Companies spun off from MIT's Media Lab; MIT's industry-academia rapport; Corporate sponsorship of Media Research Labs; Digital revolution; Constraints of Media Research Labs; Scientific contribution of Media Research Labs.

Aditya Birla Group Under Kumar Mangalam Birla: Can He Manage the Mandate?

After taking over as Chairman of Aditya Birla Group in 1995, Kumar Mangalam Birla initiated significant restructuring in the management policy of the Group by abolishing old practices such as 'babu-culture', 'womb-to-tomb policy' and 'Partha system' and implementing new programmes, which were prevalent in the Group for many years. In 2005, the biggest challenge for Birla was maintaining the leadership position in the Group's core business and positioning itself in the list of Fortune 500 companies.

Pedagogical Objectives

- To discuss the restructuring strategies adopted by Kumar Mangalam Birla
- To discuss the challenges faced in the internal environment of the business.

Industry	Metals and Mining
Reference No.	LDS0013
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

keywords

Aditya Birla; KM Birla; India; Leadership; Grasim Industries; Hindalco; Aluminium production; Management style; Tata Group; Reliance Industries; Asian conglomerate; Aditya Birla Management Corporation Ltd; Cement; Larsen & Toubro; AT&T (American Telephone and Telegraph Corporation).

Sir John Bond at HSBC: The End of an Era?

Sir John Bond, who joined HSBC (Hong Kong Shanghai Banking Corporation) in 1961 and later went on to become the bank's chief executive and chairman, was credited with transforming HSBC into the third largest bank by market value in the world by 2004. In November 2005, HSBC announced the retirement of Bond as chairman; and the succession of the chief executive Stephen Green, to the post of chairman from May 2006. Analysts doubt whether the new chairman would be able to come out of the shadow of Bond's legacy.

Pedagogical Objectives

- To discuss the evolution of HSBC under the leadership of Sir John Bond
- To discuss the scope of the new chairman Stephen Green after Sir John Bond.

Industry	Banking and Financial Services
Reference No.	LDS0012
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Available

keywords

Sir John Bond; Hong Kong Shanghai Banking Corporation; Acquisitions; Expansions; Legacy; Diversifications; Asian Financial Crisis; Emerging markets; Internet banking services; Brand recognition; Global branding campaign; Corporate philanthropy; Organic growth; Human resource management and organisational behaviour.

McGraw-Hill Under Harold McGraw III

McGraw-Hill came into existence in 1888 when James H McGraw formed a small publishing company. Gradually the company expanded its operations and diversified into businesses like financial services, information and media services, and educational publications, through organic as well as inorganic growth. In 1993, Harold McGraw III (popularly known as Terry), great grandson of James, became the President of the company. Doubts were raised regarding his capabilities. However, Terry committed himself to the company's mission to expand as a global information, education and financial service provider. Over the years the company's performance has surpassed various benchmarks.

Pedagogical Objectives

- To discuss the growth of McGraw-Hill over the years
- To discuss the leadership style of Terry during challenging times.

Industry	Publishing
Reference No.	LDS0011
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

McGraw-Hill Publishing Company; Harold McGraw; Business Week; Acquisitions; Growth; Strategic business unit; Succession planning; McGraw-Hill Companies; McGraw-Hill Education; Business-to-Business Group; Broadcasting Group; Debt-equity ratio; Financial leverage; Business leadership ; Human resource management /organisational behaviour.

Leadership Conundrum: Nike after Knight

In December 2004, Phil Knight, the legendary Chief Executive Officer (CEO) of Nike, stepped down to hand over the reigns (for the third time) to William D Perez. Although Knight had stepped down twice in the past, Nike's dismal performance forced him to return as the CEO on both occasions. Knight created a unique organisational culture at Nike where he seldom gave his managers direction nor evinced interest about the details of the products that his company manufactured. 'Knight has always been one of the oddest of the Fortune 500 CEOs, a man who seems to embody exactly the opposite of what his creation extols.

Pedagogical Objective

- To discuss the leadership style of Phil Knight at Nike.

Industry	Footwear
Reference No.	LDS0010
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Leadership styles; Phil Knight; Nike; William D Perez; Bill Bowerman; Footwear industry; Reebok; German sport shoe manufacturers; Adidas; Sports apparel.

General Electric (GE): Jeffrey Immelt's Cultural Revolution

Jack Welch was the proverbial name that had redefined GE (General Electric) during the 1980s and 1990s. The management practices defined by Welch were path-breaking programmes, later adopted by several chief executive officers (CEOs) across corporate America and elsewhere in the world. Jack Welch's initiatives and his cultural changes within GE enabled the company to become one of the largest and most admired companies in the world. But the retirement of Welch and the appointment of Jeffrey Immelt as the new CEO raised speculations about the future of the company. This was followed by the economic slowdown and fall of several large American companies, eroding investor confidence. Under these circumstances, to suit the modern day environment requirements and continue GEs success in the 21 st century, Immelt launched a cultural revolution within the company. But the revolution is yet to yield substantial results.

Pedagogical Objectives

- To discuss the diverse changes introduced by Jack Welch at GE
- To discuss the different leadership styles adopted at GE.

Industry	Electronics Equipment Services
Reference No.	LDS0009
Year of Pub.	2005
Teaching Note	Available
Struc.Assig.	Available

keywords

General Electric (GE) Company; Largest company by market capitalisation; Jack Welch and Jeffrey Immelt; Cultural changes and cultural revolution; Work-out programme; Change Acceleration Process (CAP); Conglomerate with diversified businesses; Thomson-Houston and Edison General Electric; National Broadcasting Corporation (NBC); Rigid and bureaucratic culture; Aircraft engines; nuclear reactors; appliances; plastic; US economic recession; Neutron; Jack Crontonville; Six Sigma; Commercial and consumer finance; At the customer for the customer (ACFC).

Lawrence H. Summers at Harvard University: Growth Plans vs Controversies

Lawrence H. Summers (Summers) who became the President of Harvard University in 2001 had devised an expansion plan for the University. In early 2005, in the midst of the implementation of expansion plans, Summers got enmeshed in a highly publicised battle with Harvard's 'powerful' Faculty of Arts and Sciences, after a remark he made in the National Bureau of Economics Research (NBER) conference that women had less innate ability to perform in science and mathematics than men. Although Summers repeatedly apologised for his comments later, critics commented that Summers' remarks were 'wildly inappropriate' coming from the head of the nation's oldest university. Meanwhile, some faculty members voiced a 'lack of confidence' in Summers' management and leadership style, and condemned his controversial statements about the abilities of women. Some analysts felt that resuming the expansion plans would be difficult in the light of the 'lack of confidence' motion by the Faculty of Arts and Sciences, which was considered to be a strong lobby in the University.

Pedagogical Objective

- To discuss the strategies adopted by Summers for the growth of the university.

Industry	Education
Reference No.	LDS0008
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Harvard University; Lawrence H Summers; Growth plans; Controversial comments; NBER conference; Faculty of Arts & Sciences; Women Faculty at Harvard; Racism; Lack of confidence motion.

HP's New CEO, Mark Hurd: The New Imperatives

The celebrity CEO (chief executive officer) of $80 billion Hewlett-Packard Company, Carlton S. Fiorina, was asked to resign from the helm, in February 2005, after a disagreement over the implementation of strategy at HP. Following the ousting of Fiorina, the CEO search ended with the appointment of Mark Hurd after seven weeks. It is widely acknowledged that what HP needs is a turnaround strategy as outlined by Jack Welch for GE or Louis V Gerstner for IBM. Many eyebrows were raised over the appointment of Hurd who was from a small time $6 billion tech company called NCR. It is believed that putting the company back on track would be a Herculean task for anyone, let alone Mark Hurd.

Pedagogical Objective

- To discuss the various challenges faced by the new CEO Mark Hurd after the ouster of Carlton S. Fiorina.

Industry	Printing and Imaging Equipment
Reference No.	LDS0007
Year of Pub.	2005
Teaching Note	Available
Struc.Assig.	Available

keywords

Hewlett-Packard (HP) Company; Carlton S Fiorina; Mark Hurd; Corporate strategy; Computer industry; Hardware industry; Appointment of new CEO (chief executive officer); The HP way; Corporate restructuring; HP and Compaq merger

British Airways' Willie Walsh: The New CEO's Challenges

In September 2005, Willie Walsh, under whose leadership the Irish state-owned airline, Aer Lingus, transformed into a formidable low cost carrier, will take over as the chief executive officer of British Airways. Since 2001, British Airways has laid off 15,000 jobs and is planning to compete with domestic low cost carriers, easyJet and Ryanair, to cut costs and improve its profitability by introducing new work practices.

Pedagogical Objectives

- To discuss the strategies adopted by British airways in the global aviation industry
- To discuss the challenges faced by CEO Willie Walsh to sustain the company's leadership.

Industry	Airlines
Reference No.	LDS0006
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

British Airways; Putting People First; Managing People First; Business Efficency Programme; Shift to Terminal 4; Transport & General Workers' Union; British Airlines' Stewards and Stewardesses Association; Low cost carriers; Ryanair; easyJet; Aer Lingus; Willie Walsh; Rod Eddington; Industrial Relations Change Programme.

John Hood: Revamping Oxford's Finances

In October 2004, Oxford University changed its tradition for the first time in its 900-year-old history by hiring John Hood, who was not from Oxford's academic ranks, as its Vice Chancellor. To make Oxford competitive with universities like Harvard and Yale in the US, Hood had undertaken the challenge of improving Oxford's finances. With decreasing government funding and lesser endowment funds as compared to universities like Harvard, Oxford was finding it difficult to maintain its position among the top universities in the world. By early 2005, Oxford was having a deficit of $36 million.

Pedagogical Objective

- To discuss the strategies adopted by John Hood to improve Oxford's finances.

Industry	Colleges and Universities
Reference No.	LDS0005
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Oxford; Funding crisis in British universities; Top-up fees; John Hood; Harvard; Universities in the USA; Endowment funds; Public funding of universities; Oxford's fundraising campaign; Cost of an undergraduate education; Universities in the UK.

Carlos Ghosn as CEO of Nissan and Renault: Can he Rework the 'Nissan Magic'?

I In April 2005, Carlos Ghosn, the 'turnaround artist' behind the much acclaimed restructuring at Nissan, would lead two companies. Louis Schweitzer, CEO of Renault, announced in 2002 that Carlos Ghosn would succeed him as CEO of Renault, while continuing as CEO of Nissan. While at Nissan, with his cost-cutting ventures and bold 'unJapanese' ways of management, he was regarded as the most charismatic leader in the company as well as among the Japanese business community. With his unconventional ideas and attention for urgency, he managed to bring radical changes in the company's operations. As the industry observers eagerly awaited the management change, the pressure was perceived to be high on Carlos Ghosn. Brazilian by birth, Ghosn has to deal with Japanese culture at Nissan as well as French etiquettes at Renault, while achieving synergies with their partnerships. At the same time, the challenges for the two automakers were equally high with the global automobile industry in a downturn and product and market expansions underway at both the companies. In the age of globalisation and increasing corporate scandals, Carlos Ghosn epitomises the qualities required to be a successful leader with cultural adaptability and transparency constituting the core of his leadership style.

Pedagogical Objectives

- To discuss the leadership style of Carlos Ghosn at Nissan
- To discuss the turnaround strategies adopted by Carlos Ghosn at Nissan.

Industry	Automobile
Reference No.	LDS0004
Year of Pub.	2005
Teaching Note	Available
Struc.Assig.	Available

keywords

Carlos Ghosn; Nissan restructuring; Cost-cutting; Renault; CEO of two companies; Leadership style; Transparency; Cultural adaptability; Mergers and cultural difference; Cross functional teams; Nissan revival plan; Globalisation; Cultural clashes

Singapore: From Lee Kuan to Lee Hsien Loong

Lee Kuan Yew, considered as the founding father of Singapore, is credited with turning the city-state into one of Asia's richest and fastest growing nations. His elder son, Lee Hsien Loong, who has been a member of the parliament since 1984, held the posts of Finance Minister, Deputy Prime Minister, and head of Singapore's central bank before being sworn in as Singapore's third Prime Minister in August 2004.

Pedagogical Objectives

- To discuss the ideology of Lee, the development of Singapore under his leadership and the challenges ahead for the incumbent prime minister
- To discuss Singapore's current economic and social problems and the Prime Minister's efforts to deal with them
- To understand issues such as the concentration of decision-making power within the Lee family and the expectations of new generation Singaporeans from their premier.

Industry	Not Applicable
Reference No.	LDS0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Lee Kuan Yew; Lee Hsien Loong; Singapore; Singapore's new prime minister; Ideology of Lee Luan Yew; Temasek; Need for a liberal state; Globalisation of Singapore; Lee dynasty; Goh Chok Tong.

Lindsay Owen-Jones: L'Oreal's Global Makeover Strategist

Established in 1909, L'Oreal, the French cosmetics company, had become the world leader in the cosmetics market by 2003. The L'Oreal group marketed over 500 brands, consisting of more than 2,000 products. Its product range included make-up, perfume, hair and skin care products, which were tailored according to the consumer needs. The company believed in the strategy of innovation and diversification. In 2003, though the L'Oreal group was ranked number one in the US cosmetics market, it faced tough competition from Esteé Lauder and Procter and Gamble (P&G). This made the group refocus its business strategy. It came up with products catering to the beauty needs of different ethnic groups and genders.

Pedagogical Objectives

- To discuss the various strategies implemented by the L'Oreal group to be the market leader in the global cosmetic market
- To discuss how the group is trying to sustain that position by refocusing its strategy
- To discuss Lindsay Owen-Jones' contribution in L'Oreal's makeover.

Industry	Cosmetic
Reference No.	LDS0002
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

L'Oreal; Lindsay Owen-Jones; Cosmetic industry; Maybelline; Garnier; International acquisitions; Helena Rubenstein; Afro-American consumers; Research and innovation at L'Oreal; Global branding.

Tata Group: Under Ratan Tata

When Ratan Tata took over the reins of the Tata Group in 1991, little did industry observers expect the manifold growth that Tata Group would post in the decade to come. Even for Ratan Tata, being placed at the helm of INR 10,627 crore company was a daunting task. Particularly, the Indian market was just opening up for foreign investments and multinational companies were fast-mushrooming in all the sectors that Tata was dominating. Under the stewardship of Ratan Tata, Tata Group not only withstood the onslaught of multinational corporations, but also came out as a formidable player in new business areas. By March 2002, Tata Group's turnover had leapfrogged to INR 49,456 crores with a contribution of 2.4% towards the country's gross domestic product.

Pedagogical Objectives

- To analyse Ratan Tata's efforts to integrate Tata's diverse businesses and enable the group companies compete in the global marketplace
- To discuss both the successful and the not-so-successful initiatives taken up by Ratan Tata
- To discuss succession planning in the TATA group.

Industry	Not Applicable
Reference No.	LDS0001
Year of Pub.	2004
Teaching Note	Available
Struc. Assign.	Not Available

Keywords

Tata Group; Ratan Tata; Tata Motors; Indica; Tata Consultancy Services (TCS); Tisco; Indian hotels; Tata Tea; Tetley; Telecommunications; Videsh Sanchar Nigam Limited (VSNL); Succession plan; Noel Tata; Trent; Westside.