



Case Title	Source, Number, Length, Teaching Note	Geographical and Industry Setting, Company Size, Timeframe	Case Decision Issue
PART 1: GLOBALIZATION			
Chapter 1: Globalization			
The Indian Software Industry at the Millenium	HBSP #700-036 23p	India, software	The Indian software industry, growing at more than 50% per annum and largely dependent on exports of services and products, is one of the few industries in that country considered to be globally competitive. This note allows a discussion of the uses and limits of frameworks for assessing geographic influences on globalization potential. Also permits a discussion of the strategic imperatives for leading competitors within the industry if they are to create company-specific advantages rather than geographic ones.
Zucamor S.A.: Global Competition in Argentina	HBSP #599-096 23p	Argentina, paper	Describes the evolution of Zucamor and its business strategy, particularly after the opening of the Argentine economy in 1992-93. Traces the action that led to its association with U.S. paper giant Union Camp. Poses some of the critical challenges faced by the company's new management. This case explores the impact of globalization and market commoditization and discusses actions to put value back into the business.
PART 2: COUNTRY DIFFERENCES			
Chapter 2: Country Differences in Political Economy			
The Pharmaceutical Industry and the AIDS Crisis in Developing Countries	HBSP #702-010 14p	Pharmaceuticals, 2000-2001	Explores the controversy over the pricing of AIDS drugs in poor countries. This issue has received wide publicity due to two events: 1) a court case in South Africa that seeks to force drug companies to license their patents and 2) the announcement by the Indian pharmaceutical firm, Cipla, that it would copy U.S. firms' AIDS drugs and sell them at cost to countries in Africa. Made up of excerpts from 10 articles and highlights the intense feelings on both sides of the issue. Encourages students to think about the short- and long-term consequences of various approaches, the role of government and international institutions, and the pressures facing drug company executives.
Cia.Bozano, Simonsen of	HBSP #799-037	Brazil	Cia. Bozano, Simonsen (CBS), a privately-held Brazilian group, has been a leading player in



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Brazil: Partnering in Privatization	21p		<p>Brazil's privatization efforts in the 1990s. CBS has participated in privatizations across a wide array of industries in very different ways and with very different partnership structures – shedding additional light on the factors that determine how well interorganizational relationships work. CBS also faces important issues regarding the extent to which it could continue to participate in privatizations along a broad front as opposed to focusing on a few sectors.</p>
Chapter 3: Differences in Culture			
Cimetrics Technology (A1)	HBSP #399-108 26p	United States, Canada, Russia, software, 15 employees, 1992-1998	<p>Jim Lee, president of Cimetrics (a young, fast growing, software start-up) is reevaluating his small company's geographically dispersed product development model. To take advantage of talented low-cost labor in Russia, the company has relied on two software engineering teams in Russia to develop its products. Bridging cultural differences between the Russian teams, their Toronto-based manager, and the company's Boston-based leadership has not been easy, however. After a Russian engineer (brought to Boston at Cimetrics' expense) asks to relocate back to Russia, Lee decides to reevaluate the situation. This case explores the challenges of cross-cultural relations between Russian employees and their North American bosses.</p>
Royal Dutch/Shell in Nigeria (A)	HBSP #399-126 27p	Nigeria, oil, 100,000 employees, 1995	<p>Working with Shell's country manager for Nigeria, the company's Committee of Managing Directors must decide how to respond to the Nigerian government's decision to impose the death sentence on Ken Saro-Wiwa and eight other leaders of a movement for the rights of the Ogoni (one of Nigeria's 240 ethnic groups). As the case opens, Saro-Wiwa and his co-defendants have just been found guilty of inciting murder in a trial that international observers have criticized as deeply flawed. Saro-Wiwa, an environmentalist, writer, businessman, television producer, and human rights activist, has been a vocal critic not only of the Nigerian government but also Shell. Provides background on Shell, on its business in Nigeria, and on environmental and human rights issues in the Niger Delta.</p>
Euro Disney: The First 100 Days	HBSP #693-013 23p TN #693-082	France, entertainment, 16,000 employees, 1992	<p>The Walt Disney Co. theme parks historically have thrived on the basis of a formula stressing excellent customer service and a magnificent physical environment. The formula has proven successful in Japan, as well as the United States. With the</p>



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			controversial opening of Euro Disney in France, however, there has become reason to doubt the international appeal of the formula. The case documents issues involved with Euro Disney. Examines the transferability of a successful service concept across international boundaries.
PART 3: CROSS-BORDER TRADE AND INVESTMENT			
Chapter 4: International Trade Theory			
Grupo Beta San Miguel (A)	HBSP #901-017 39p	Mexico, sugar, 2000	The World Trade Organization and NAFTA are reviewing the sweetener system and governmental sugar programs and their impact on world trade. What position should Jose Pinto take and how will this affect his company, Mexico, and the global sugar players? Explores the importance of governmental agricultural support systems, which affect the comparative advantage of countries and the competitive position of firms. How does one deal with these issues as chief executive of a firm?
Infosys: Financing an Indian Software Start-Up	HBSP #800-103 30p	India/United States, software, 2,600 employees, 1999	Describes the financing and growth of Infosys, an Indian software start-up. Infosys defies a number of stereotypes about barriers to entrepreneurship in India. The company was founded by a small group of entrepreneurs with little equity and without backing from a large family conglomerate. Infosys' CEO and his team face important challenges regarding future growth and financing. Infosys' shares trade on the Bombay Stock Exchange. The company must decide whether it should seek to also list its shares on a U.S. stock exchange.
The Japanese Financial System: From Postwar to the New Millennium	HBSP #700-049 31p TN #700-089	Japan	Describes the development of the Japanese financial system, from extensive regulation and fund allocation through administrative guidance in the 1950s to the banking crisis and legal and structural reorganization in the 1990s. Special emphasis is on the processes of regulation, the inherent logic of the early postwar system, and the forces that triggered change in the 1980s. Includes extensive data materials.
Robert Mondavi: Competitive Strategy	HBSP #799-125 23p	Global, wine, 1,100 employees, 1999	Describes the competitive situation facing Robert Mondavi, the leading premium California winery. Mondavi has been an industry innovator and has recently taken steps to become more international. Mondavi has to cope with growing domestic competition as well as market share growth by wineries from Chile and Australia. This case explores competitive strategy in an evolving industry with a special focus on international



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			strategy.
Chapter 5: The Political Economy of International Trade			
Koc Holding: Arcelik White Goods	HBSP #598-033 19p TN #598-079	Turkey, home appliances, 36,000 employees, 1997	Management is considering its options for future international expansion. Koc is the dominant supplier of white goods (kitchen appliances) in Turkey and has been increasing its export efforts. As lower import tariffs invite foreign competitors to enter Turkey, Koc must decide how to balance defense of its domestic market share against further foreign expansion.
World Trade Organization: Toward Free Trade or World Bureaucracy?	HBSP #795-149 17p	Global	In January 1995, the General Agreement on Tariffs and Trade (GATT) evolved into the World Trade Organization (WTO), which faced the task of implementing the recently approved Uruguay Round of international trade agreements. This case describes the development of GATT and the principal issues negotiated during the Uruguay Round, including agriculture, textiles, and services. Also describes the controversy surrounding the creation of the WTO.
Chapter 6: Foreign Direct Investment			
1-800 Buy Ireland	HBSP #799-132 25p	Ireland, up to 1999	After decades of poor economic performance, the Irish government adopted major changes in economic policy in 1987. By the end of the 1990s, Ireland's real GDP growth rate of almost 10% per year exceeds that of all member nations of the European Union (EU). A key component of Ireland's growth strategy has been the encouragement of foreign direct investment through low tax rates and financial and logistical support provided by the Irish Industrial Development Agency (IDA). In 1999, Ireland confronts the issue of sustainability of the "Irish miracle" in the face of diminishing access to EU subsidies, increasingly strained physical infrastructure, and questions of equity in the distribution of economic gains across the population. The case includes substantial material relating to the Irish political, social, and historical context in addition to traditional economic statistics. Provides a broad range of "raw material" for conducting a country analysis of Ireland. The case lends itself particularly well to an exploration of the role of industrial policy, macroeconomic reforms, foreign direct investment, and regional integration in national development strategy.
Incidents in	HBSP		Presents seven examples of conflict concerning



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Foreign Direct Investment	#797-111 3p		foreign direct investment. The incidents lay the framework for discussion of issues such as the jurisdiction of the WTO and the U.S. position, the Helms-Burton Act of 1996 and its political implications, and campaign contributions from foreign corporations backing U.S. Democrats – and the controversy therein.
Toys “R” Us Japan	HBSP #796-077 20p TN #798-007	Japan, toys, 1991	Documents the American retailer's process of entry into the Japanese toy market. Discusses the history of Toys "R" Us in the United States as well as the history of the Japanese toy market, distribution, wholesaling, and retailing systems. Eager to enter the world's second largest toy market, Toys "R" Us executives begin in the late 1980s to formulate strategies for opening large discount toy stores in Japan. The American company faces setbacks due to Japanese store-size regulation, application procedures, and a long-standing multi-layered distribution system. Continued effort and the acceptance of a Japanese partner enable the company to prepare for the opening of a Toys "R" Us outlet in 1991. Faced with a lack of direct distribution deals and high land and labor costs, executives of Toys "R" Us Japan worry about the ultimate success of their new venture.
Background and Agreements on Foreign Direct Investment	HBSP #796-148 13p		A brief history of foreign direct investment (FDI) is put forth, with emphasis on conflicts, accompanied by developments in the legal framework governing FDI, as well as international agreements and nonbinding principles formulated to resolve disputes brought in by FDI. Propositions provide a context from which core issues may be discussed by students.
Chapter 7: Regional Economic Integration			
Italy: A New Commitment to Growth	HBSP #703-007 29p	Italy, 1990-2002	Examines Italy's efforts to comply with the Maastricht Treaty and become integrated with Europe in the European Union. By 2002, Italy has achieved macroeconomic stability, but slow growth threatens the country's future competitiveness. Prime Minister Silvio Berlusconi has proposed an aggressive reform package, including tax cuts, infrastructure projects, and labor and pension reform. If these economic reforms are passed, Italy may be in jeopardy of breaching the stability and growth pact.
European Monetary Union	HBSP #799-131 32p	Europe	On January 1, 1999, 11 European countries unified their currencies. This marks a huge development in the structure of Europe and the world's economy.



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	TN #799-155		This case examines the integrative process, the Single Europe Act and its impact on market structure, and monetary union. Provides data as of 1998 on European macroeconomics integration and data in the mid-1990s on integration of product markets, capital markets, and labor markets.
Chile: The Latin American Tiger?	HBSP #798-092 25p TN #799-092	Chile, 1997	Examines Chile's development strategy since 1973. Following a series of domestic economic reforms, the country must decide whether to join a regional trading block. Considers the advantages and disadvantages of regional trade agreements and examines the differences between a free trade agreement (NAFTA) and a customs union (Mercosur).
Regarding NAFTA	HBSP #797-013 14p TN #798-122	North America, meatpacking, auto, electronics, 1965-1994	In the aftermath of World War II, the countries of the industrialized world engaged in an unprecedented round of institution-building, through which historical barriers to international trade, especially tariffs, came tumbling down. The GATT has reshaped the environment of world trade to such an extent that international trade flows have exploded. Even as global trade has become more integrated, however, a second round of institutions, regional rather than global – has emerged. The most recent and largest of the major regional institutions, NAFTA, was signed on December 17, 1992, and took effect in early 1994. This case examines the effect of this radically new institutional context on three different firms, each representing a different industry and country.
Collision Course in Commercial Aircraft: Boeing-Airbus-McDonnell Douglas – 1991 (A)	HBSP #391-106 20p TN #390-073	U.S. and Europe, commercial aircraft	Describes the competitive situation that has arisen in the commercial aircraft manufacturing industry since Airbus entered in 1970. Having overtaken McDonnell Douglas for second place, Airbus announces plans to challenge market leader Boeing's last pocket of dominance. Industry and government officials have long complained about assistance that Airbus receives from its governments, and this new challenge threatens to spark a new battle between the governments. Pushes students to examine issues facing industry players – high risk, long-term investments; technological change; intense selling competition – and issues facing their national governments – fair vs. unfair trade; important national industries.
PART 4: GLOBAL MONEY SYSTEM			
Chapter 8: The Foreign Exchange Market			
Responding to	HBSP		During the 1990s, financial crises appear to have



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the 21st Century Financial Crisis	#798-090 6p		been almost annual events. Examples abound: the collapse of S & Ls in the United States; currency mayhem in Europe; Mexican devaluation and banking crisis; Japanese banks teetering on the verge of default; currency collapse and bank failure throughout East Asia. Something new and dangerous seems afoot – something Michael Camdessus (Managing Director of IMF) has called a "21st Century Financial Crisis." How should the international community respond? This case presents the views of two engaged observers: Joseph Stiglitz, the Chief Economist of the World Bank, and George Soros, hedge fund manager and self-styled international philanthropist.
Vina San Pedro	HBSP (Babson College) #BAB017 26p	Chile, wine, 1999	Vina San Pedro is the third-largest vineyard in Chile and has recently expanded its capacity. The new president is considering how fast to push into both foreign and domestic markets, where efforts should be focused, and how to balance capacity within the context of uncertain, volatile markets and the vagaries of foreign exchange. Meanwhile he has to position growth in the context of new return-on-capital-employed objectives.
New Zealand: The Wonder Down Under	HBSP #700-022 23p	New Zealand, up to 1998	Long regarded as the most extensive welfare state among the world's industrialized nations, New Zealand embarked on a strategy of radical economic reform/liberalization following a severe foreign exchange crisis in 1984. This case examines the initial reform strategy under the Labour government (1984-90) and the subsequent reforms under the National government (1991-96). By late 1998, an unstable coalition government under Prime Minister Jenny Shipley faces a wide range of social, economic, and political pressures from both the right and left.
Thailand in May and June of 1997	HBSP #398-131 11p	Thailand, 1997	Students must diagnose the economic situation, evaluate the available options, and recommend a course of action.
Grupo Sidek (A)	HBSP #297-022 21p	Mexico, real estate and steel, 10,000 employees, 1994-1995	A large Mexican conglomerate had extensive dollar-indexed liabilities, and was caught in a crunch when the Mexican Peso lost half its value against the dollar in late 1994. The case demonstrates the effect of foreign exchange and macroeconomic volatility on the real and financial assets and liabilities of a company with large foreign exchange and economic exposure.
Chapter 9: The Global Monetary System			
Responding to the 21st Century Financial Crisis	HBSP #798-090 6p		During the 1990s, financial crises appear to have been almost annual events. Examples abound: the collapse of S & Ls in the United States; currency



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			mayhem in Europe; Mexican devaluation and banking crisis; Japanese banks teetering on the verge of default; currency collapse and bank failure throughout East Asia. Something new and dangerous seems afoot – something Michael Camdessus (Managing Director of IMF) has called a "21st Century Financial Crisis." How should the international community respond? This case presents the views of two engaged observers: Joseph Stiglitz, the Chief Economist of the World Bank, and George Soros, hedge fund manager and self-styled international philanthropist.
Collapse in Asia – 1997-98	HBSP #798-084 24p	Asia, 1997-1998	Discusses the Asian crisis and economists' opinions and solutions.
Thailand in May and June of 1997	HBSP #398-131 11p	Thailand, 1997	Students must diagnose the economic situation, evaluate the available options, and recommend a course of action.
Mexico (D): Stabilization and Retrenchment	HBSP #797-051 7p	Mexico, government, 1994	Describes the response of the Mexican authorities and the international community to the Mexican Peso crisis of 1994 and the banking, financial, and macroeconomic crisis that followed it. Students must evaluate who should be responsible for ensuring efficient intermediation of portfolio capital flows in a globalized economy: the private sector, national governments, or international organizations.
PART 5: COMPETING IN A GLOBAL MARKETPLACE			
Chapter 10: Global Strategy			
BRL Hardy: Globalizing an Australian Wine Company	HBSP #300-018 20p TN #300-128	Australia/U.K., wine, 1992-1998	Focuses on two new product launch decisions facing Christopher Carson, managing director of BRL Hardy, Europe. Responsible for the European operations of a major Australian wine company, Carson has begun to globalize his strategy beyond selling the parent company's wines. After a difficult joint venture with a Chilean wine source, he is proposing to launch an Italian line of wines. His local team has also developed a new Australian brand that would compete directly with a parent company's global brand rollout. The case focuses on global strategy choices being made through headquarter-subsidiary negotiations that define the roles of country managers and global product managers.
Tricon Restaurants International: Globalization	HBSP #700-030 24p	Global, fast food, 500,000 employees, 1997	Describes a leading fast food operator/franchiser trying to consolidate and standardize its operations worldwide and focus its efforts on a few key markets. Lends itself to a discussion of how global



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Re-examined			the fast food industry is, whether Tricon's new international strategy is consistent with industry structure and its competitive position, and, if so, which country markets to focus on.
Daewoo's Globalization: Uz-Daewoo Auto Project	HBSP #598-065 35p TN #598-108	Uzbekistan, automobiles, 300,000 employees, 1997	The top management at Daewoo is reviewing its close relationship with the Uzbekistan government, focusing especially on the performance of Uz-Daewoo Auto, a strategic alliance to manufacture and market passenger cars. Shows the challenges of organizing strategic alliances in transitional economies.
Komatsu Ltd.: Project G's Globalization	HBSP #398-016 20p TN #398-106	Japan, construction equipment	Describes the major strategic and organizational transformation at Komatsu aimed at changing it from a Japan-based producer of construction equipment to a truly global company with the ability to leverage its groupwide portfolio of resources and capabilities into a new, more diverse business base. Details efforts to build and acquire foreign operations, to specialize and integrate overseas units, to expand responsibilities of offshore operations, and to localize management. Explores the risks and limitations of both classic global strategy and the laser-like focus and challenge-driven approach of CEO-led strategic intent. Highlights the challenges of reconfiguring assets, redefining roles and relationships, and changing the people and processes used to manage the key offshore operation.
Unilever's Butter-Beater: Innovation for Global Diversity	HBSP #698-017 18p TN #698-076	Europe, foods, 200,000 employees, 1992-1997	Unilever, one of the world's largest food product manufacturers, has grown in Europe primarily by acquiring local food companies. Initially Unilever allowed each acquired company to manage its own product development in a way that was tailored to local tastes and competition. This case describes the struggles that European managers confronted in trying to establish stronger central direction over Pan-European product development, branding, and marketing.
Acer, Inc.: Taiwan's Rampaging Dragon	HBSP #399-010 20p TN #399-147	Taiwan and Global, computers, 5,800 employees, 1976-1995	Describes the strategic, organizational, and management changes that led Acer from its 1976 startup to become the world's second-largest computer manufacturer. Outlines the birth of the company, the painful "professionalization" of its management, the plunge into losses, and the transformation under founder Stan Shih's radical "fast food" business concept and his "client server" organization model, which are put to the test when a young product manager in Acer America develops a radically new multimedia home PC with global potential. Shih must decide whether to give an



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			inexperienced manager in a loss-generating subsidiary the green light. The case asks students to explore the links between global strategy and structure, to evaluate leadership of transformational change, and to examine development of global competitive advantage.
Ingvar Kamprad and IKEA	HBSP #390-132 20p TN #395-155	Europe/global, retailing, 1989	Traces the development of a Swedish furniture retailer under the leadership of an innovative and unconventional entrepreneur whose approaches redefine the nature and structure of the industry. Traces IKEA's growth from a tiny mail order business to the world's largest furniture dealership. Describes the innovative strategic and organizational changes Kamprad made to achieve success. In particular, focuses on his unique vision and values and the way they have become institutionalized as IKEA's binding corporate culture. Can this vital "corporate glue" survive massive expansion into the United States and the Eastern Bloc and Kamprad's replacement as CEO by a "professional manager"?
Chapter 11: Entering Foreign Markets			
Network Associates: Securing the Internet	HBSP #799-087 20p TN #701-018	U.S., software, 2,400 employees, 1998	In March 1998, Network Associates announced it would begin selling powerful encryption software from its Dutch subsidiary. Such a move looked to the U.S. government like a violation of export regulations, but the company was confident it had operated within the bounds of law. Indeed, Network Associates appeared to have deftly exploited the uncertain nature of government regulation in a time of rapidly changing technology. Encryption export regulations had become highly controversial in the mid-1990s, and were the subject of ongoing legislative debate in 1998. Network Associates was the first company to boldly challenge the export regulations and assert its commercial rights to sell its encryption products to foreign users. While such a move gave the company distinct first-mover advantages, it was also a strategy that contained significant political risks.
The U.S. Export-Import Bank and the Three Gorges Dam (A)	HBSP #900-017 10p TN #901-053	U.S./China, banking, 1996	Describes the dilemma Martin Kamarck faced as president of the Export-Import Bank in whether to provide U.S. companies financing for China's Three Gorges Dam project.
Vietnam: Market Entry Decisions	HBSP #597-020 13p	Vietnam, adhesives / athletic footwear / toys, 1996	The management of three U.S. multinationals have to decide whether to enter the Vietnam market and, if so, how. Illustrates the options available to multinational corporations considering entering an emerging market.



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Layton Canada	HBSP #796-108 13p TN #798-054	Global, electrical components, 1993	In 1993, Layton Canada finds itself caught in an intractable political situation. As part of a global reorganization process, the firm has been transformed from a subsidiary of a Dutch parent corporation to a subsidiary of a U.S. parent. Now, if it continues with its usual practice of exporting electrical components to Cuba, it will violate U.S. export law. If it ceases, however, it will violate Canadian law. Examines how politically motivated trade and export practices can have a major impact on firms engaged in global operations. Also explores the origins and motives of export restrictions and sanctions.
Mary Kay Cosmetics: Asian Market Entry	HBSP #594-023 35p TN #595-073	Japan/China, cosmetics, 1993	Executives at Mary Kay Cosmetics are reviewing opportunities to enter the Japanese and/or Chinese markets. The comparative opportunities must be assessed and guidelines for entry strategies must be determined.
R.R. Donnelley: Country and Opportunity Analysis	HBSP #799-083 14p	Central Europe, commercial printing, 34,000 employees, 1992-1993	Examines several market entry options for R.R. Donnelley's expansion into Eastern Europe. Asks students to consider the following issues: 1) the impact of macroeconomics and political instability on project profitability, 2) market research in an emerging market, 3) choice of a joint venture partner, 4) geographic versus industry diversification, and 5) capital structure.
Loctite Corp.: International Distribution	HBSP #594-021 20p TN #598-104	Asia/Global, industrial adhesives, 3,700 employees, 1992	Loctite Corp., dissatisfied with the sales growth achieved by its independent distributor in Hong Kong, is considering whether to find a new distributor or acquire a controlling interest in a wholly-owned subsidiary covering Hong Kong and possibly other markets. Loctite has a varied portfolio of international distribution arrangements and experience on which to base this decision.
Komatsu and Dresser: Putting Two Plus Two Together	HBSP #898-269 12p TN #399-076	U.S./Japan, earth-moving equipment, 5,000 employees, 1987-1991	In 1987, Komatsu Ltd., looking to expand its presence in the U.S. earth-moving equipment industry, enters into a 50-50 joint venture with Dresser. The management of the Komatsu Dresser joint venture faces difficulty in bringing the two halves together. The rift between the dealership networks of the two parent companies reflects dissension within the organization. Even as management is trying to come to grips with the internal problems, the industry confronts a severe recession. The case treats three characteristics of restructuring joint ventures: 1) joint ventures can be an effective mechanism for combining complementary assets, particularly when the assets are intangible; 2) astute management is needed to nourish a joint venture; and 3) foresight and early



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			actions to close the cultural gap between the partners can minimize potential disruption and pain.
Xerox and Fuji Xerox	HBSP #391-156 29p TN #794-007	Japan / U.S., electronics, 1962-1990	Describes the growth and development of Fuji Xerox, Xerox's joint venture in Japan, and the evolving relationship between Fuji Xerox and Xerox. Focuses on the technological development of Fuji Xerox, and on the contributions that Fuji Xerox has made to Xerox's competitive position worldwide. Presents a number of options for modifying the relationship between Xerox and Fuji Xerox in the future, when the two firms will face increasingly serious competition from global competitors. Fuji Xerox is a \$4 billion company and arguably one of the most successful joint ventures ever between an American and Japanese firm.
Kentucky Fried Chicken (Japan) Ltd.	HBSP #387-043 20p TN #389-006	Japan / U.S., fast food, 1970-1983	Describes the internationalization of the Kentucky Fried Chicken (KFC) fast food chain, focusing on KFC's entry into Japan. An entrepreneurial country general manager, Lou Weston, battles numerous problems to establish the business and is eventually highly successful. In doing so, Weston ignores or circumvents policies and control from KFC's headquarters and becomes very upset when more sophisticated planning, coordination, and control systems begin to constrain his freedom. The case presents both the headquarters and subsidiary perspectives and allows discussion of the conflicts between strategic planning and control and entrepreneurial independence in a multinational company.
Chapter 12: Global Marketing and Product Development			
The Pharmaceutical Industry and the AIDS Crisis in Developing Countries	HBSP #702-010 14p	Developing countries, pharmaceuticals, 2000-2001	Explores the controversy over the pricing of AIDS drugs in poor countries. This issue has received wide publicity due to two events: 1) a court case in South Africa that seeks to force drug companies to license their patents and 2) the announcement by the Indian pharmaceutical firm, Cipla, that it would copy U.S. firms' AIDS drugs and sell them at cost to countries in Africa. Made up of excerpts from 10 articles and highlights the intense feelings on both sides of the issue. Encourages students to think about the short- and long-term consequences of various approaches, the role of government and international institutions, and the pressures facing drug company executives.
Coca-Cola's New Vending Machine (A)	HBSP #500-068 9p	Global, soft drinks, 30,000 employees, 1999	Chairman and CEO M. Douglas Ivester stumbles when he tells a Brazilian newsmagazine about a new Coke vending machine that can automatically



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Pricing to Capture Value, or Not?			raise prices in hot weather. Reaction around the world is swift and negative. Allows exploration of value pricing, fairness, price discrimination, brand equity, new product development, communications, and marketing strategy in a global setting.
MasterCard International: World Championship Soccer Sponsorship	HBSP #500-036 21p	Global, financial services, 3,000 employees, 1998-1999	MasterCard must decide whether to renew the sponsorship of the World Cup and other soccer events in light of a 100% increase in the sponsorship fee and a strategic realignment by MasterCard. The case shows how sponsorship can be evaluated and examines the place of sponsorship in the marketing mix.
Avon Products China (A)	HBSP #300-053 27p	China, cosmetics, 1,500 employees, 1995-1998	When the Chinese central government bans all forms of direct selling in China in April 1998, executives at Avon China must decide how to respond. The first direct sales company to enter China after its opening to outsiders, Avon sparked widespread interest in direct selling among the Chinese. Avon must decide whether to abandon its traditional business model in the face of these developments.
Dell: Selling Directly, Globally	HBSP (University of Hong Kong) #HKU069 TN #HKU070	China, PC, 1998	One of the first companies to practice the highly-touted business-to-consumer Internet business model, Dell entered the PC market with a force and shook up the industry with its revolutionary, customer-oriented streamlined distribution style. Selling PCs online was a natural progression to Dell's existing strategy; Dell realized this synergy early and was the first market entrant. This case tracks Dells' evolving business and industry and highlights its entry strategy for China.
British Airways	HBSP #585-014 27p TN #587-016	United States, airline, 1983	British Airways (BA) has recently introduced a global advertising campaign. The development of the campaign and its implementation are discussed. BA and advertising agency executives must renew the campaign and resolve issues pertaining to its future direction.
Chapter 13: Global Operations Management			
Li & Fung	HBSP #301-009 18p	Hong Kong/Global, trading, 3,500 employees, 2000	Focuses on the issues facing a Hong Kong-based trading company, which links hundreds of factories in India and Asia with major customers like the GAP and Limited in Europe and in the United States. The company has recently launched a dot-com operation to allow its extraordinary network of factories in Asia to target much smaller retail chains in Asia and Europe than they were able to do before. Allows students to gain new insight on the possibilities of global logistics.
Managing	HBSP	Massachusetts,	Nypro is the world's leading injection molder of



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Innovation at Nypro, Inc. (A)	#696-061 14p TN #698-077	plastics injection molding, 1990-1995	precision plastic parts, operating a global network of 21 plants. Nypro's strategy is for each plant to offer identical capabilities, because its customers are global companies with worldwide sourcing needs. The case describes the way Nypro manages product and process innovation across the global plant network.
Hewlett-Packard: Singapore (A)	HBSP #694-035 18p TN #697-033	Singapore, computers, 1970-1991	In the over 20 years since Hewlett-Packard (HP) set up a manufacturing site in Singapore to produce calculators, HP has invested managerial talent and resources in developing its licensor into a technology development partner. The case details the growth of high-volume manufacturing capabilities and the setting up of an R&D facility. Singapore now feels ready to develop a printer on its own for the Japanese market, and the case poses the question of whether or not it is ready to do so. There is also an issue of whether the developers understand the Japanese market well enough to proceed. Illustrates the enormous effort required to create a technology-development capability and the difficulties of doing so when the source and recipients of the knowledge are separated both geographically and culturally.
Chapter 14: Global Human Resource Management			
Hitting the Wall: Nike and International Labor Practices	HBSP #700-047 23p	U.S./Indonesia/Vietnam, sporting goods, 16,000 employees, 1991-1999	In the mid-1990s, Nike, one of the world's most successful footwear companies, is hit by a spate of alarmingly bad publicity. Nike is suddenly being painted as a firm that relies on low-cost, exploited labor in its overseas plants. Nike officials vigorously deny the charges, claiming that Nike has no control over the independent contractors who manufacture Nike shoes. But the activists will not retreat. Eventually, Nike must learn to deal with the activists' claims and with the web of conflicting data that surrounds the notion of a "fair" or "living" wage.
Merck Latin America (A)	HBSP #401-029 12p	Latin America, pharmaceuticals, 1999	Introduces Grey Warner, the vice president of Merck's Latin America region, and his efforts to improve the organizational effectiveness of the region and to introduce a more global business culture and values. Discusses Merck's ethics and values, its Latin American organization, the change methodologies used, and the political and economic conditions in the region. The change methodologies included Myers Briggs personality type assessment, 360 degree feedback management evaluations, a new strategic planning process, and especially, organizational fitness profiling to discover and



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			overcome barriers to achieving the strategic vision.
Haier Hefei Electronics Co. (A)	HBSP #300-070 32p	Household electronics, 20,000 employees, 1998	The Haier Group, the first mainland Chinese company to make the Financial Times list of Asia's "most admired companies," attributes its success in large measure to the new value system it has sought to instill throughout the organization. However, when Haier takes over the Yellow Mountain television factory in the distant Hefei province at the behest of Hefei's government, workers strike against the Haier culture and what it stands for. Haier's management must decide what's fair and how to respond to the workers' demands in the face of local government pressure to compromise.
Colgate-Palmolive: Managing International Careers	HBSP #394-184 22p TN #394-188	Global, consumer products, 1994	Colgate-Palmolive, the U.S.-based consumer products firm, has long emphasized international experience for its managers, and has developed a comprehensive policy to manage expatriate assignments. The rise in dual-career families has made some managers reluctant to accept foreign assignments, causing Colgate-Palmolive to re-examine the way it manages international career development.