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India Based Cases

Ivey's mission: To develop business leaders who think globally, act strategically, and contribute to the societies within which they operate.

“A strategy of Knowledge Partnership in India is helping reshape our global perspective. It's an exceptional opportunity that is redefining Ivey as a global business school.”

Prof. Ariff Kachra, Strategy Professor & Managing Director, Ivey India

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**Note: Some cases may be featured in more than one category. This is because the cases encompass more than one subject area and are cross disciplinary in nature.*

This directory was updated on August 10, 2012. Please visit www.iveycases.com for latest India cases.

For information on our Case Teaching or Case Writing workshops contact:

Ivey-India

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The Ivey Case Method

Since Ivey's inception in 1922, the case method has been the cornerstone of the School's approach to learning.

Only a handful of schools globally are as firmly rooted in the case-study pedagogy. Ivey is one of four exclusive case method teaching schools in the world.

Relevance

In a case-based classroom, students test their thinking and judgment in real time in a low risk, stimulating environment under expert guidance and get multiple perspectives, analyses and feedback to incorporate into their learning.

Learning by the case pedagogy, students work with relevant, involving and challenging business cases - cases that are tailored to their learning objectives and provide a forum for stimulating discussion.

The case method is fast becoming the gold standard for management education across the world; cases prepare students to deal effectively with real business issues that managers face today. Indian business schools are responding by ramping up to consistently invest in offering higher quality world class education that meets industries' need for MBAs with practical and usable business knowledge instead of theoretical business knowledge.

Ivey's Leadership Position in Case Teaching and Publishing

Ivey is the world leader in Case Method training.

- The three leading case method texts on writing, learning and teaching originated at the Richard Ivey School of Business
- Over 15,000 participants in more than 40 countries have been trained so far
- Ivey has offered Case Writing and Case Teaching Workshops for over 40 years across the world
- No one has trained more faculty to teach with cases and write cases in India than Ivey - this engagement has helped Ivey gain insight into Indian faculty's unique needs

Ivey Publishing is the leader in providing business case studies with a global perspective.

- Ivey Publishing is the case marketing and distribution centre for Ivey
- Ivey Publishing is the #1 publisher of current Asia and India-based cases
- Ivey Publishing is the second largest producer and distributor of cases in the world

Ivey-India Case Strategy: Our Partners

The Richard Ivey School of Business is dedicated to integrating a global perspective in management education; Ivey's Indian presence is a testament to that goal. The School's initiatives in India have a twofold role: to strengthen business education in India and abroad as well as to enhance the curriculum for Ivey students.

Key milestones:

- In October 2009, Ivey leaders signed a partnership with the Indian School of Business (ISB) for a Case Development Centre
- In May 2010, Ivey signed a partnership with the Indian Institute of Management in Bangalore (IIM-B) for research and cases
- In February 2011, Ivey opened an office in Mumbai to more fully pursue different strategic initiatives related to Cases and Faculty Development, Research, Program recruitment and Executive Development
- In February 2012, Ivey signed an MOU with Management Development Institute, Gurgaon to facilitate faculty development in case writing and teaching process and to enhance the case teaching culture in business schools of India

Ivey-India Case Strategy: Publishing and Training Goals

The Case Initiative from Ivey is ambitious and hopes to transform the educational environment in India. Ivey-India's goal is to publish 500 new cases about Indian companies in the next 5 years. As of June 2012, over 450 Indian faculty from India's top 50 business schools have attended and learned from Ivey case teaching and writing workshops. Our goal is to train more faculty in the future and empower them; with a five year goal of training 1,000 Indian faculty in the case method.



Ivey Case Writing & Teaching Workshops in India

Ivey Workshops

To promote case method teaching in India and to develop case writers, Ivey is offering business schools Case Writing & Case Teaching workshops.

These workshops have been delivered to prominent Indian institutions such as ISB, IIM-B, MDI, SJMSOM--IIT Mumbai, and Welingkar Institute of Management. With ISB, Ivey offers two open-enrolment Case Writing and Teaching Workshops annually. (Please contact us for workshop dates in 2012/2013).

Four-day Workshop Structure

Ivey's four-day workshop covers the fundamentals of both Case Writing and Case Teaching. The workshops are conducted exclusively by an experienced case method professor from the Richard Ivey School of Business, Western University, Canada.

Case writing component: 60% of the workshop is devoted to case writing. The workshop will enhance participants' skills and success as a case author. Each participant will work through all the steps of the case writing process with the goal of writing a case to be registered with and distributed by Ivey Publishing.

Case teaching component: 40% of the workshop is devoted to case teaching. The workshop will help participants teach effectively using cases helping address students' needs. This component of the workshop is designed for those who are new to the use of cases for teaching, as well as those who have case teaching experience but want to improve their teaching effectiveness.

The workshop also provides plenty of opportunities for networking and exchange of ideas with colleagues.

Customized Workshops

Ivey also conducts custom designed workshops for institutes with more specific needs, opportunities and goals. Workshops dedicated solely to teaching or writing are also offered.

Institute-specific workshops are customized per the institute's particular needs and requirements thus offering the right mix of case writing and case teaching for the faculty.

For more information on attending an upcoming workshop, or hosting a workshop at your institution please contact:

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Ivey Publishing is the leader in providing business case studies with a global perspective. With over 8,000 products in the Ivey collection, Ivey Publishing adds more than 350 classroom-tested case studies each year. Virtually all Ivey cases have teaching notes. Clear, concise, and current, Ivey cases are lauded by the academic community as meeting the rigorous demands of management education by responding to the ever changing needs of business and society.

Why Ivey cases are the best choice for courses

- They are real-world cases, typically field-based, involving actual interviews with businesses from around the world
- Each case is comprehensive and can serve on a stand-alone basis for an entire class
- Hundreds of cases are designed for use in introductory business courses
- Cases are current ... at least one new India-based case is added to the collection each week
- Ivey cases are concise with clear decision points
- Ivey cases are global in perspective and focus

With thousands of cases, plus hundreds of technical notes and articles, there is more than enough content to create an entire course curriculum. This directory has been put together with the aim of helping faculty familiarize themselves with Ivey's India-based cases. We now have the largest collection of current business case studies about India in the world! You will notice that Ivey's collection is growing exponentially and roughly one new India-based case will be added to the collection each week in the future. With a commitment to providing high quality cases for use in India, our growing collection provides students with comprehensive cases that reflect the changing Indian business environment.

With the support of our partners ISB, IIM-B and MDI, and faculty from across India, Ivey is working very hard to change the landscape of case teaching in India. The need for Indian content for Indian business education is a call that is echoed by Deans, faculty and students alike. Ivey Publishing in Canada and Ivey's case development center with ISB are focused on developing various opportunities for Indian faculty to hone skills in case teaching and case writing. We are also committed to helping Indian authors bring their cases to publication.

This directory is a testament of our commitment.

GENERAL MANAGEMENT/ STRATEGY CASES

Source	Title	Author	Issue	Publication Date
Ivey	Snehalaya	Supil Chachan, Pradyot Porwal	Sustenance of a not-for-profit organization; succession planning; societal involvement in a social cause; growth; funding; human resources planning	7/30/2012
Ivey	Agile Electric: Quality Issues in a Global Supply Chain	Dhruv Dar, Sanjay Kumar, Vijay Aggarwal	Global sourcing; supply chain management; quality management; cross-cultural differences; developing countries	7/18/2012
Ivey	Sustainability at Tetra Pak: Recycling Post-Consumer Cartons	Garima Sharma, Indrajeet Ghatge, Chris Laszlo	Recycling; International; government environmental regulations; partnerships; alliances; balancing stakeholder expectations; brand management	7/5/2012
Ivey	Low-cost Carriers in India: SpiceJet's Perspective	Sanjeev Prashar, Adeshwar Raja B, V.S. Parasaran, Vijay Kumar Venna, Sashikanth Yenika	Strategizing; business decisions; capital requirements; capital investments; low-cost operating levels	6/28/2012
Ivey	Cricket in India in 2007: Losing Its Way?	Vasant Sivaraman, Vamsi Krishna	Industry analysis; sports marketing; sustainability	6/20/2012
Ivey	Indian Premier League: Re-energizing Cricket?	Vasant Sivaraman, K.S. Utham	Blue Ocean Strategy; non-customers; value innovation; sustainability	6/20/2012
Ivey	Subprime Tsunami on Indian Shores: Crisis Hits ICICI	Chetan Juneja, Gita Bajaj	Managing crisis in the age of new media; crisis communication; corporate communication	6/6/2012
Ivey	National Pharmaceutical Pricing Authority (NPPA): Influencing Customer Behaviour	K.R. Jayasimha, Srabanti Mukherjee	Decision-making process; decision-making unit; hierarchy of effects; moral hazard; adverse selection; self-selection; self-regulation; consumption	5/25/2012
Ivey	Nokia Life Tools: A Strategic Innovation to Tap Into India's Rural and Newly Urban Population	Ariff Kachra, M.B. Sarkar, Kirti Madhok Sud	Value chain; industry analysis; financial projections; core competence; resource allocation; action planning and implementation	5/24/2012
Ivey	HCL Technologies	Barbara L. Marcolin, Ramasastry Chandrasekhar	Infrastructure platforms; productized solutions and services; information technology; engineering; research and development; user experiences; entrepreneurial ecosystems; IT-based thought leadership	5/15/2012
Ivey	Internal Competition- A Curse for Team Performance	V. Padhmanabhan	Team development process; cohesiveness; team leadership; dysfunctional team; conflicts	5/7/2012
Ivey	Apple iPad in India: Was There a Way Out?	Sanjeev Prashar, Adeshwar Raja B, V.S. Parasaran, Vijay Kumar Venna	Right selection of foreign markets for entry; importance of being first in a market segment; market evaluation	5/2/2012

GENERAL MANAGEMENT/ STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey	Location Planning at A.B. Corp.	Jitendra R. Sharma	Location analysis; center of gravity; load distance factors; factor rating method; decision making	4/30/2012
Ivey	Jaypee Cement: Amalgamation of Two Brands	Sanjeev Prashar, Soumil Vinayak	Amalgamation of brands; moving from multi- to mono-branding	4/26/2012
Ivey	SKS Microfinance: The Sour Taste of Success	Srinivasan Sunderasan	Public offer of shares; microfinance company; microfinance borrowers; change in regulatory environment; corporate governance; ethical issues; destruction of shareholder wealth	4/23/2012
Ivey	COMPFED: The Dairy Cooperative Distribution System	Subhash Jha, Atanu Adhikari	Agri-business; strategic distribution system; managing cooperatives; distribution channel	3/16/2012
Ivey	Corporate Restructuring of Gujarat State Road Transport Corporation	Shubhabrata Basu	Public sector strategy; change management; restructuring; political roles of corporations; managing multiple stakeholders	1/27/2012
Ivey	Ferro Industries - Exporting Challenge in a Small Firm	Justin Paul, Parul Gupta, Shruti Gupta	Export marketing negotiation; trade finance; international trade logistics; global supply chain management; EXIM documentation	1/25/2012
Ivey	Growth of Bannari Amman Group - A Family-owned Enterprise	Bala Krishnamoorthy, K. Abhinay, Ramesh Kumar	Entrepreneurial business growth; environmental analysis; corporate strategy; entrepreneurial mind set; entrepreneurial opportunity; corporate social responsibility	11/8/2011
Ivey	Airport Express Metro Line: Infrastructure Project Financing and Implementation Through Public Private Partnership	Hukam Singh Chaudhary, Sushil Kumar, Vijay Aggarwal, Gita Bajaj	Infrastructure projects through PPP; challenge of timely delivery; financial limitations; project financing	11/25/2011
Ivey	WorldSpace Satellite Digital Radio Service	Srinivasan Sunderasan	Service pricing; service hardware package; pricing of substitutes; power of complementors; capital structure; debt equity ratio; incremental choice	11/22/2011
Ivey	Mahindra & Mahindra in South Africa	Jean-Louis Schaan, Ramasastry Chandrasekhar	Globalization; internal manufacturing set-up; market expansion; contract assembly; re-export hub; customer segmentation	12/1/2011
Ivey	GE Energy - The Decision to Re-enter India: Is Opportunity "Blowing in the Wind?"	Michael J. Rouse, Swetha Dasari	Market entry; business environment; emerging markets	10/21/2011

GENERAL MANAGEMENT / STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey	Orchid Ecotel: Leveraging Green Hoteling as Core Competency	Rama Deshmukh, Atanu Adhikari	Core competency; competitive strategy; green product; green marketing; hotel management	10/26/2011
Ivey	Ujaala Borderline General Insurance Company Limited	W. Glenn Rowe, Lyn Purdy, Unnat Kohli	Rapid organizational change; leadership issues; battles for power	9/21/2011
Ivey	Ocimum Biosolutions: From Bioinformatics to Integrated Custom Research Outsourcing	Gita Surie	Globalization and global strategy; biotechnology; emerging markets; foreign entry strategy; international alliances; organizational structure; entrepreneurial business growth; offshoring of knowledge-based work	9/22/2011
Ivey	Aiming for the Top: iTOPS or India?	Hari Bapuji, Balaji Koka	Business policy; developing countries; competitive strategy; emerging markets; information technology; growth strategy	8/26/2011
Ivey	Apollo Hospitals Enterprise Ltd. Clinical Score-Card	Murray J. Bryant, Ramasastry Chandrasekhar	Managerial accounting & control; clinical governance; healthcare; performance management	8/9/2011
Ivey	DORD - Expanding Health Services in Rural Bihar	Arnold Maltz, M.M. Raja	Expansion; emerging markets; non-profit organization; health administration	8/8/2011
Ivey	Orascom Telecom: Risks of Internationalization	Dina Zaki, Marina Apaydin, Farah Zahran	Business sustainability; competitive strategy; case analysis; competition; accounting - tax; acquisitions	6/22/2011
Ivey	The Ultimate Fighting Championship and Cultural Viability	Tara Ceranic	International expansion	6/9/2011
Ivey	Business Process Outsourcing at Apollo Health Street	Christopher Williams, Ramasastry Chandrasekhar	Competitive strategy; health care; securing scale	5/10/2011
Ivey	Governance Failure at Satyam	Ajai Gaur, Nisha Kohli	Auditing; board of directors; corporate governance	5/27/2011
Ivey	Bayer CropScience in India (A): Against Child Labor	Charles Dhanaraj, Oana Branzei, Satyajeet Subramanian	Corporate responsibility; crisis management; ethical issues; leadership; strategy implementation; emerging markets; strategy development; international management	1/27/2011
Ivey	Future Group - Branding Private Labels	Niraj Dawar, Ramasastry Chandrasekhar	Brands; private labels	3/30/2011

GENERAL MANAGEMENT / STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey	International Entrepreneurship at Infusion	Christopher Williams, Melissa Davis	Personal development; entrepreneurial behaviour; growth strategy; technological change	2/18/2011
Ivey	NTT DoCoMo - Joint Venture with Tata in Indian Mobile Telecom	Shih-Fen Chen, Ramasastry Chandrasekhar	Joint Ventures; globalization; strategic management; international collaborations	2/1/2011
Ivey	RBC Financial Group - Entering India	Jean-Louis Schaan, Ramasastry Chandrasekhar	Internationalization; organizational structure; strategy formulation	4/19/2010
Ivey	Tata: Leadership With Trust	Oana Branzei	Ethical issues; leadership; value analysis; sustainable development; emerging markets; corporate social responsibility	5/11/2010
Ivey	UTV and Disney: A Strategic Alliance (A)	Atanu Adhikari; Rama Deshmukh	Expansion; integration; mergers & acquisitions; strategic alliances; strategy development; opportunity recognition; stakeholders	8/16/2010
Ivey	Sun Life Financial: Planning for the Future	Stephen R. Foerster, Tony S. Frost, Eric Morse, Ken Mark	Insurance	2/5/2010
Ivey	Eureka Forbes Ltd: Growing the Water Purifier Business	Srinivas Sridharan, S.K. "Bal" Palekar, Ramasastry Chandrasekhar	Marketing channels; branding; emerging markets; water sustainability	4/6/2010
Ivey	GENICON: A Surgical Strike into Emerging Markets	Allen H. Kupetz, Adam P. Tindall, Gary Haberland	International business; emerging markets; entrepreneurial marketing; international expansion	5/5/2010
Ivey	Tata Power: Corporate Social Responsibility and Sustainability	Rama Deshmukh, Atanu Adhikari	Opportunity recognition; strategy; sustainability; corporate social responsibility; stakeholders	5/5/2010
Ivey	Dr. M. L. Dhawale Trust Hospital - Towards Sustainability	Gayathri Sivaraman, Vasant Sivaraman	Break-even analysis; contribution analysis; financial strategy; management accounting; sustainability	9/9/2010
Ivey	Mahindra Satyam - Restoring Corporate Governance	Murray J. Bryant, Ramasastry Chandrasekhar	Corporate culture; corporate strategy; human resources management; international business; organizational change; corporate governance; accounting practices	12/15/2010
Ivey	Performance Management at the National Institute of Management (Central India Campus) (B)	Ranjeet Nambudiri, K.R. Jayasimha	Incentives; management of professionals; educational administration; performance measurement	5/22/2009
Ivey	ITC in Rural India	Sushil Vachani	Innovation; developing countries; information technology; competitive strategy	6/10/2009

GENERAL MANAGEMENT/ STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey	Dabur India Ltd. - Globalization	Niraj Dawar, Ramasastry Chandrasekhar	Growth strategy; international business	6/26/2009
Ivey	Suzlon Energy Ltd.	Srinivas Sridharan, Ramasastry Chandrasekhar	Globalization; international sales; global account management; green energy	6/26/2009
Ivey	A-CAT Corp. - Bang for the Bucks	Jitendra R. Sharma	Cost control; cost/benefit analysis; product design/development; value analysis; consumer satisfaction	7/13/2009
Ivey	Process Management Strategy for XYZ Limited - KLTD Division	Srinivasan Maheswaran	Forecasting; process management; capacity utilization; mapping inflow and processing line capacity	10/14/2009
Ivey	Genpact Inc. - Business Process Outsourcing to India	Shih-Fen Chen, Ramasastry Chandrasekhar	Globalization; service outsourcing; strategic management; customer acquisition	10/21/2009
Ivey	NASSCOM	Abhijit Gopal, Akbar Saeed	Strategic alliances; strategic change; strategy and resources; strategic positioning	12/11/2009
Ivey	Vestas Wind Systems A/S - Exploiting Global R&D Synergies	Torben Pedersen, Marcus Moller Larsen	Research and development; technology transfer; value chain; global strategy	12/23/2009
Ivey	Note on Quality Function Deployment	Jitendra R. Sharma	Quality management; product design/development; operations management	12/8/2009
Ivey	Baring Private Equity Partners India Limited: Banking Services for the Poor in Bangladesh	Ram Kumar Kakani, Munish Thakur	Micro finance; private equity; innovation; industry analysis	9/16/2009
Ivey	Victory Bank Limited (A)	W. Glenn Rowe, Unnat Kohli	Career management; managing upward; managing politics in a large organization	3/31/2009
Ivey	Tata Motors' Acquisition of Daewoo Commercial Vehicle Company	Meera Harish, Sanjay Singh, Kulwant Singh	Business policy; corporate strategy; mergers & acquisitions; market entry; management decisions; international strategy; international expansion	2/2/2009
Ivey	Tata Motors' Integration of Daewoo Commercial Vehicle Company	Meera Harish, Sanjay Singh, Kulwant Singh	Business policy; corporate strategy; mergers & acquisitions; market entry; management decisions; international strategy; international expansion	2/2/2009
Ivey	Nano Tata-Logy: The People's Car	Oana Branzei, Ramasastry Chandrasekhar	Automotive; marketing management; innovation; sustainable development; emerging markets	10/31/2008
Ivey	Crescent Standard Investment Bank Limited - Governance Failure	Muntazar Bashir Ahmed	Corporate responsibility; ethical issues; financial management; corporate governance	10/20/2008

GENERAL MANAGEMENT / STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey	DR. REDDY'S LABORATORIES (A)	Jean-Louis Schaan, Ramasastry Chandrasekhar	Mergers & acquisitions; post-merger integration; emerging markets	9/18/2008
Ivey	Consultancy Development Organization	W. Glenn Rowe, Unnat Kohli	Analysing options; development plan; demoralized/indifferent employees; leadership issues	5/6/2008
Ivey	Samsung Electronics (A): Entering India	Sumit Chakraborty, Sushil Sharma, Sougata Ray	Global strategy; foreign entry strategy; international business operations	3/11/2008
Ivey	Flex Industries Limited	Mohammed Akbar, Anurag Mishra	Paper and allied products	1/31/2008
Ivey	Asian Paints Ltd. International Architecture	Jean-Louis Schaan, Ramasastry Chandrasekhar	Management systems; organizational structure; growth; global manager	10/24/2007
Ivey	Michelin in the Land of the Maharajahs (A): Note on the Tire Industry in India	Pierre-Xavier Meschi	Industry analysis; international strategy	4/2/2007
Ivey	Mahindra & Mahindra Ltd. - Farm Equipment Sector: Acquisition of Jiangling Tractor Company	Jean-Louis Schaan, Ramasastry Chandrasekhar	Joint design and integration; foreign market entry; joint venture restructuring	3/16/2007
Ivey	Orchid Chemicals & Pharmaceuticals Limited: Managing the Value Chain Transformation	Ravi N. Ravichandran, Ankur Roy	Management systems; product mix; value chain	11/23/2006
Ivey	A Few Tips About Corruption in the U.S.	Andrew Delios	Ethical issues; international business; internationalization; political environment	11/6/2006
Ivey	Biocon Ltd.: Building a Biotech Powerhouse	Alison Konrad, Charlene L. Nicholls-Nixon, Ramasastry Chandrasekhar	Growth strategy; globalization; strategic scope; biotechnology management	10/12/2006
Ivey	India's Failure to Attract FDI	David W. Conklin, Danielle Cadieux	Deregulation; government regulation; international business; developing countries	8/29/2006
Ivey	India's Negotiations Concerning the Dabhol Power Company 2001-2005	David W. Conklin, Danielle Cadieux	Government and business; international business; globalization	8/22/2006
Ivey	Asian Paints Ltd. International Business Division	Jean-Louis Schaan, Ramasastry Chandrasekhar	Mergers & acquisitions; emerging markets; international strategy	6/21/2006
Ivey	Shimla Dairy Products Private Limited, India: Poised for Growth?	Michael J. Rouse, Navin John	Strategic scope; strategy implementation; strategy development; strategic positioning	2/22/2005
Ivey	Power Sector Privatization in Pakistan	David W. Conklin, Muhammad Fuad Farooqi	Energy; government and business; government regulation	2/21/2005
Ivey	Elephant Walk Thru	William J. Ritchie, Matthew S. Shell, Ravi Corea, Chandeep Corea	Management in a global environment; environmental analysis; strategy development; stakeholder analysis	11/23/2004

GENERAL MANAGEMENT/ STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey	Eli Lilly in India: Rethinking the Joint Venture Strategy	Charles Dhanaraj, Paul W. Beamish, Nikhil Celly	Joint ventures; strategic alliances; emerging markets; international management	5/14/2004
Ivey	Lucent in India	David W. Conklin, Harnek Minhas	Business policy; international business; technology; globalization	11/9/2001
Ivey	Asian Infrastructure Development Company (AIDEC)	David W. Conklin, Joel Thompson, Sylvie Weeks	Environmental change; investment funds; government and business	11/12/1997
Ivey	Studds Nolan Joint Venture	Jay Anand, Andrew Delios	Employee selection; growth strategy; international business; internationalization	1/15/1996
Ivey	Escorts Limited: 1993	Jay Anand, Andrew Delios	Growth strategy; international business; market analysis; technology	10/12/1995
Ivey	Paul Hewitt in India	Jay Anand, Garnet Garven	Computer applications; international business; technology	9/29/1995
Ivey/ISB	RLEK: Survival with the Real Bottom Line	Jiban Mukhopadhyay, Mayank Garg, Saumya Oli, Amit Kumar	Employee attrition; growing competition; opportunities versus values; limited resources	7/24/2012
Ivey/ISB	Digital Publishing: Pothi.com	Rojers Joseph, Shishir Jha	Digitization; self-publishing; value chain; disruptive innovation; entrepreneurship; strategy	6/27/2012
Ivey/ISB	Sustaining a Social Venture: Transformation of Annapurna Mahila Mandal into Annapurna Pariwar	Prema Basargekar	Sustenance; social goals; restructuring; social organization	6/20/2012
Ivey/ISB	Lean Implementation at Siemens' Kalwa Plant	Jamie Anderson, Subramanian Chidambaran, Vaibhav Khandekar	Lean implementation; resistance to organizational change; process of change management; sustainability of change	5/9/2012
Ivey/ISB	The Goli Vada Pav - Fast food of India (A)	Sonia Mehrotra, S. Ramakrishna Velamuri	Identifying market opportunity; role of business model; scalability; competitive advantage; sustaining growth	4/23/2012
Ivey/ISB	The Goli Vada Pav - Fast Food of India (B)	Sonia Mehrotra, S. Ramakrishna Velamuri	Identifying market opportunity; role of business model; scalability; competitive advantage; sustaining growth	4/23/2012
Ivey/ISB	Vibhava Chemicals: Pursuit of a Cleaner Space	N. Ramesh, N. Barnabas	Brand management; marketing strategy; positioning; entrepreneurial marketing; challenger strategies; market segmentation	4/23/2012
Ivey/ISB	The Art of Social Entrepreneurship: Dakshina Chitra and Madras Crafts Foundation (MFC) in India	Oana Branzei, Sonia Mehrotra	Social entrepreneurship; emerging markets; co-creating value; poverty alleviation; education; art and culture	4/17/2012

GENERAL MANAGEMENT/ STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey/ISB	Alliance Management at Forbes Marshall	Naga Lakshmi Damaraju, Harshdeep Singh Chowdhary, Dhruv Khanna, Dhruv Ahuja	Alliance management; corporate strategy; resources-businesses-systems framework; transaction costs economics; real options; value chain	1/24/2012
Ivey/ISB	Ensuring Family and Business Continuity at India's GMR Group	Kavil Ramachandran, John Ward, Sachin Waikar, Rachna Jha	Family governance; family entrepreneurship; preparing family constitution	11/18/2011
Ivey/ISB	India's Mewar Dynasty: Upholding 76 Generations of Service and Custodianship	Kavil Ramachandran, John Ward, Rachna Jha, Sachin Waikar	Trusteeship role; family governance; succession planning; leadership challenges	11/11/2011
Ivey/ISB	Godrej Chotukool: A Cooling Solution for Mass Markets	Charles Dhanaraj, Balasubrahmanyam Suram, Prasad Vemuri	Social entrepreneurship; social innovation; emerging markets; bottom of the pyramid; global water scarcity; affordable innovation	11/15/2011
Ivey/ISB	Passing the Baton: Role Transition of B. K. Jhawar	Kavil Ramachandran, Alexander Mathew	Retirement; leadership succession; family philanthropy; social entrepreneurship	10/26/2011
Ivey/ISB	Centre for Cellular and Molecular Biology: The Commercialization Challenge	Nita Sachan, Prasad Vemuri, Anand Nandkumar, Charles Dhanaraj	Commercialization; technology transfer; emerging market; r&d management; translational science; incentives	7/28/2011
Ivey/ISB	Oral Insulin: Breakthrough Innovation at Biocon	Nita Sachan, Prasad Kaipa, Anand Nandkumar, Charles Dhanaraj	Management of innovation; technology commercialization; technology licensing; research and development (r&d); technology entrepreneurship; emerging markets	7/28/2011
Ivey/ISB	Impulsesoft - Music in the Air	K. Balakrishnan	Strategy; turbulent markets; high technology; technology convergence	7/19/2011
Ivey/ISB	Microsoft's Go-to-market Strategy for Azure in India	Reema Gupta, Deepa Mani, Aditya Shah;Sujata Ramachandran,Vivek Singh	Go to market strategy; local challenges and nuances; targeting and product offering; time bound decision - global roll out; nascent stage of cloud computing technology; cannibalization	7/19/2011
Ivey/ISB	Tata Swach: Pure Water for the Indian Household	Charles Dhanaraj, Prasad Vemuri, Monidipa Mukherjee, Vijay Parikh, Chitra Duwedi	Bottom of the pyramid; water purifier; collaborative innovation; product launch; strategy and society; nanotechnology	7/22/2011
Ivey/ISB	Health Insurance to the Base of the Pyramid	Suresh B.P, S.R. Asokan	Base of the pyramid; health insurance; service marketing	7/27/2011
Ivey/ISB	HR as Transformation Partner in Maruti Suzuki India Ltd.	Anita Ollapally, Asha Bhandarker	Strategic human resource management; change in organizational culture; talent management; managing transformation through HR; cross cultural differences; evolution and challenges of HR in an Indian organization	7/27/2011

GENERAL MANAGEMENT / STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey/ISB	Golden Star Facilities and Services Pvt. Ltd.	S. Ramakrishna Velamuri, Rishi Raj Kanoria, Anuj Srivastava, Nandita Narayan, Deepti Singh, Jaydev Thampan	Growth strategy; selling the business	1/21/2011
Ivey/ISB	Pepsi-BASIX Partnership	Gita Bajaj, Neelu Bhullar	Non-profit organization; partnership; sustainable development; developing countries; marginalized communities	1/27/2011
Ivey/ISB	A Bomb in Your Pocket? Crisis Leadership at Nokia India (A)	Charles Dhanaraj, Monidipa Mukherjee, Hima Bindu	Communications; multinational; global strategy; crisis leadership	2/16/2011
Ivey/ISB	Ashta Chamma - The Biggest Small Movie Ever Made (A)	S. Ramakrishna Velamuri, Rajesh Chakrabarti, Hari Krishna Mulpuri, Payal Goel, Vamsi Krishna Kothapalli, Sneha Beriwal, Vijay Bhaskar Chowdary Suryadevara	Success and failure; entrepreneurial problem solving	1/7/2011
Ivey/ISB	Swagruha Foods	S. Ramakrishna Velamuri, Neha Kaushik, Anant Jhawar, Anandram Narasimhan, Shubha Pai, Jaspreet Singh Sidhu, Devyani Srivastava	Growth; family business; small and medium enterprises (SMES); professionalization	1/25/2010
Ivey/ISB	Professionalization of Ujwal Bharati	Kavil Ramachandran	Succession planning; family business; pharmaceuticals; professionalization; role of non-family CEOs; managing transformation of mid-size business	7/29/2010
Ivey/ISB	Havells India: The Sylvania Acquisition Decision (A)	Charles Dhanaraj, Kavil Ramachandran, Swetha Dasari	Diversification; growth strategy; mergers & acquisitions; international acquisition	11/11/2009
Ivey/IIM-B	MSPL Limited: CSR and Sustainability in Mining	Amit Gupta, Amita Joseph	Corporate social responsibility; business and society; leadership; personal values; management philosophy; mining; natural resources	5/22/2012
Ivey/IIM-B	Sumeru Software Solutions: Creating a Culture of Serene Dynamism	Amit Gupta, Kshitij Saxena	Corporate culture; corporate social responsibility; personal values; management philosophy; employee selection; employee engagement; employee termination; value-based management; work life balance; job enrichment; job satisfaction; performance management	10/6/2011

GENERAL MANAGEMENT / STRATEGY CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey/IIM-B	Mudra Communications	Nicole R.D. Haggerty, Shankar Venkatagiri, Ramasastry Chandrasekhar	Implementing it systems; it-business alignment; ROI in it; enterprise system	9/13/2011
Ivey/IIM-B	Sampoorn Foods and Feeds Limited	Kumar Rakesh Ranjan	Sales management; sustainable development; strategy development; rural marketing	11/24/2010
Ivey /Northeastern University	Offshoring at EDC	Henry W. Lane, David T.A. Wesley	Non-profit organization; political environment; management of technology; outsourcing	2/21/2005

ACCOUNTING & FINANCE CASES

Source	Title	Author(s)	Issue(s)	Publication Date
Ivey	SKS Microfinance: The Sour Taste of Success	Srinivasan Sunderasan	Public offer of shares; microfinance company; microfinance borrowers; change in regulatory environment; corporate governance; ethical issues; destruction of shareholder wealth	4/23/2012
Ivey	Airport Express Metro Line: Infrastructure Project Financing and Implementation Through Public Private Partnership	Hukam Singh Chaudhary, Sushil Kumar, Vijay Aggarwal, Gita Bajaj	Infrastructure projects through PPP; challenge of timely delivery; financial limitations; project financing	11/25/2011
Ivey	WorldSpace Satellite Digital Radio Service	Srinivasan Sunderasan	Service pricing; service hardware package; pricing of substitutes; power of complementers; capital structure; debt equity ratio; incremental choice	11/22/2011
Ivey	Valuing Rajat Bhatia's Business Plan	S.K. Mitra	Business valuation; capital budgeting; cost of capital; net present value method; entrepreneurial finance	9/12/2011
Ivey	Governance Failure at Satyam	Ajai Gaur, Nisha Kohli	Auditing; board of directors; corporate governance	5/27/2011
Ivey	Tata Steel Limited: Convertible Alternative Reference Securities (B)	Vasant Sivaraman, Mayank Joshipura, Adithya Anand	Bonds; securities; valuation; investor relations; strategy; capital structure; refinancing	1/7/2011
Ivey	Dr. M. L. Dhawale Trust Hospital - Towards Sustainability	Gayathri Sivaraman, Vasant Sivaraman	Break-even analysis; contribution analysis; financial strategy; management accounting; sustainability	9/9/2010
Ivey	Cadim: China and India Real Estate Deals	Stephen R. Foerster, Marc Folch	Internal rate of return; investments; valuation	1/30/2009
Ivey	Cadim: The China and India Real Estate Market Entry Decisions	Stephen R. Foerster, Marc Folch	Investments; international strategy; international joint venture	1/30/2009
Ivey	Tata Steel Limited: Convertible Alternative Reference Securities (A)	Vasant Sivaraman, Adithya Anand	Convertible bonds; conversion option; differential shares; depositary receipts	4/1/2008
Ivey	Moolani Foundation	Elizabeth M.A. Grasby, Anuj Chandarana	Currency; cash budgeting; sensitivity analysis; non-profit organization	5/1/2007
Ivey	Arvind Mills: Re-evaluating Profitability	Murray J. Bryant, Rajeev Khera	Government regulation; internationalization; pricing; cost systems	8/10/2004

ENTREPRENEURSHIP CASES

Source	Title	Author	Issue	Publication Date
Ivey	HCL Technologies	Barbara L. Marcolin, Ramasastry Chandrasekhar	Infrastructure platforms; productized solutions and services; information technology; engineering; research and development; user experiences; entrepreneurial ecosystems; it-based thought leadership	5/15/2012
Ivey	SKS Microfinance: The Sour Taste of Success	Srinivasan Sunderasan	Public offer of shares; microfinance company; microfinance borrowers; change in regulatory environment; corporate governance; ethical issues; destruction of shareholder wealth	4/23/2012
Ivey	First Energy	Niraj Dawar, Ramasastry Chandrasekhar	Non-product innovation; sustainability; alternative energy; business to business marketing; customer segmentation; clean-tech	2/17/2012
Ivey	Ferro Industries - Exporting Challenge in a Small Firm	Justin Paul, Parul Gupta, Shruti Gupta	Export marketing negotiation; trade finance; international trade logistics; global supply chain management; EXIM documentation	1/25/2012
Ivey	Growth of Bannari Amman Group - A Family-owned Enterprise	Bala Krishnamoorthy, K. Abhinay, Ramesh Kumar	Entrepreneurial business growth; environmental analysis; corporate strategy; entrepreneurial mind set; entrepreneurial opportunity; corporate social responsibility	11/8/2011
Ivey	WorldSpace Satellite Digital Radio Service	Srinivasan Sunderasan	Service pricing; service hardware package; pricing of substitutes; power of complementors; capital structure; debt equity ratio; incremental choice	11/22/2011
Ivey	Orchid Ecotel: Leveraging Green Hoteling as Core Competency	Rama Deshmukh, Atanu Adhikari	Core competency; competitive strategy; green product; green marketing; hotel management	10/26/2011
Ivey	Valuing Rajat Bhatia's Business Plan	S.K. Mitra	Business valuation; capital budgeting; cost of capital; net present value method; entrepreneurial finance	9/12/2011
Ivey	Ocimum Biosolutions: From Bioinformatics to Integrated Custom Research Outsourcing	Gita Surie	Globalization and global strategy; biotechnology; emerging markets; foreign entry strategy; international alliances; organizational structure; entrepreneurial business growth; offshoring of knowledge-based work	9/22/2011
Ivey	DORD - Expanding Health Services in Rural Bihar	Arnold Maltz, M.M. Raja	Expansion; emerging markets; non-profit organization; health administration	8/8/2011
Ivey	Orascom Telecom: Risks of Internationalization	Dina Zaki, Marina Apaydin, Farah Zahran	Business sustainability; competitive strategy; case analysis; competition; accounting - tax; acquisitions	6/22/2011
Ivey	International Entrepreneurship at Infusion	Christopher Williams, Melissa Davis	Personal development; entrepreneurial behaviour; growth strategy; technological change	2/18/2011
Ivey	Organization, Founder and Clientele Transformation at VGKK	G. Ramesh, L. Prasad, G.S. Goutham	Organizational change; social entrepreneurship; leadership development; evolution of social organization	7/29/2010

ENTREPRENEURSHIP CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey	Sun Life Financial: Planning for the Future	Stephen R. Foerster, Tony S. Frost, Eric Morse, Ken Mark	Insurance	2/5/2010
Ivey	GENICON: A Surgical Strike into Emerging Markets	Allen H. Kupetz, Adam P. Tindall, Gary Haberland	International business; emerging markets; entrepreneurial marketing; international expansion	5/5/2010
Ivey	Tata Power: Corporate Social Responsibility and Sustainability	Rama Deshmukh, Atanu Adhikari	Opportunity recognition; strategy; sustainability; corporate social responsibility; stakeholders	5/5/2010
Ivey	Genpact Inc. - Business Process Outsourcing to India	Shih-Fen Chen, Ramasastry Chandrasekhar	Globalization; service outsourcing; strategic management; customer acquisition	10/21/2009
Ivey	Vestas Wind Systems A/S - Exploiting Global R&D Synergies	Torben Pedersen, Marcus Moller Larsen	Research and development; technology transfer; value chain; global strategy	12/23/2009
Ivey	Baring Private Equity Partners India Limited: Banking Services for the Poor in Bangladesh	Ram Kumar Kakani, Munish Thakur	Micro finance; private equity; innovation; industry analysis	9/16/2009
Ivey	Nano Tata-Logy: The People's Car	Oana Branzei, Ramasastry Chandrasekhar	Automotive; marketing management; innovation; sustainable development; emerging markets	10/31/2008
Ivey	Samsung Electronics (A): Entering India	Sumit Chakraborty, Sushil Sharma, Sougata Ray	Global strategy; foreign entry strategy; international business operations	3/11/2008
Ivey	Moolani Foundation	Elizabeth M.A. Grasby, Anuj Chandarana	Currency; cash budgeting; sensitivity analysis; non-profit organization	5/1/2007
Ivey	Air Deccan (A): Changing the Face of Indian Aviation	Srinivas Sridharan, Ramasastry Chandrasekhar	Pricing strategy; brand positioning; emerging markets; entrepreneurial business growth	12/12/2006
Ivey	Biocon Ltd.: Building a Biotech Powerhouse	Alison Konrad, Charlene L. Nicholls-Nixon, Ramasastry Chandrasekhar	Growth strategy; globalization; strategic scope; biotechnology management	10/12/2006
Ivey	S.P.E.E.D. Consulting	John S. Haywood-Farmer	Employee training; ethical issues; management of professionals; professional firms	2/6/2006
Ivey	Elephant Walk Thru	William J. Ritchie, Matthew S. Shell, Ravi Corea, Chandeeep Corea	Management in a global environment; environmental analysis; strategy development; stakeholder analysis	11/23/2004
Ivey	Jay Nielson & Akka International: Outsourcing in India	Michael Parent, Tom Sperry	International business; non-profit organization; outsourcing; new venture	10/13/2004
Ivey	The 1996 Everest Tragedy	Khushwant K. Pittenger	Decision analysis; group behaviour; organizational behaviour; management decisions	5/14/2004
Ivey	Paul Hewitt in India	Jay Anand, Garnet Garven	Computer applications; international business; technology	9/29/1995

ENTREPRENEURSHIP CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey/ISB	Hidesign: Leather Heritage or Lifestyle Brand?	Kerani Suresh	Brand extension; branding; positioning	7/11/2012
Ivey/ISB	Sustaining a Social Venture: Transformation of Annapurna Mahila Mandal into Annapurna Pariwar	Prema Basargekar	Sustenance; social goals; restructuring; social organization	6/20/2012
Ivey/ISB	The Goli Vada Pav - Fast food of India (A)	Sonia Mehrotra, S. Ramakrishna Velamuri	Identifying market opportunity; role of business model; scalability; competitive advantage; sustaining growth	4/23/2012
Ivey/ISB	Vibhava Chemicals: Pursuit of a Cleaner Space	N. Ramesh, N. Barnabas	Brand management; marketing strategy; positioning; entrepreneurial marketing; challenger strategies; market segmentation	4/23/2012
Ivey/ISB	The Art of Social Entrepreneurship: Dakshina Chitra and Madras Crafts Foundation (MFC) in India	Oana Branzei, Sonia Mehrotra	Social entrepreneurship; emerging markets; co-creating value; poverty alleviation; education; art and culture	4/17/2012
Ivey/ISB	Social Media Content Strategy at Ayojak	Anandan Pillai, Arvind Sahay	Social media marketing; content strategy; brand community; event management; social media optimization; social media branding	3/28/2012
Ivey/ISB	Alliance Management at Forbes Marshall	Naga Lakshmi Damaraju, Harshdeep Singh Chowdhary, Dhruv Khanna, Dhruv Ahuja	Alliance management; corporate strategy; resources-businesses-systems framework; transaction costs economics; real options; value chain	1/24/2012
Ivey/ISB	Ensuring Family and Business Continuity at India's GMR Group	Kavil Ramachandran, John Ward, Sachin Waikar, Rachna Jha	Family governance; family entrepreneurship; preparing family constitution	11/18/2011
Ivey/ISB	India's Mewar Dynasty: Upholding 76 Generations of Service and Custodianship	Kavil Ramachandran, John Ward, Rachna Jha, Sachin Waikar	Trusteeship role; family governance; succession planning; leadership challenges	11/11/2011
Ivey/ISB	Passing the Baton: Role Transition of B. K. Jhwar	Kavil Ramachandran, Alexander Mathew	Retirement; leadership succession; family philanthropy; social entrepreneurship	10/26/2011
Ivey/ISB	Oral Insulin: Breakthrough Innovation at Biocon	Nita Sachan, Prasad Kaipa, Anand Nandkumar, Charles Dhanaraj	Management of innovation; technology commercialization; technology licensing; research and development (R&D); technology entrepreneurship; emerging markets	7/28/2011
Ivey/ISB	OSSCube: Leveraging Social Media	Anandan Pillai, Ashok Arora	Social media optimization; social media platform selection; social media role; brand building through social media; social media strategy; social media implementation	6/29/2011
Ivey/ISB	Impulsesoft - Music in the Air	K. Balakrishnan	Strategy; turbulent markets; high technology; technology convergence	7/19/2011

ENTREPRENEURSHIP CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey/ISB	Tata Swach: Pure Water for the Indian Household	Charles Dhanaraj, Prasad Vemuri, Monidipa Mukherjee, Vijay Parikh, Chitra Duwedi	Bottom of the pyramid; water purifier; collaborative innovation; product launch; strategy and society; nanotechnology	7/22/2011
Ivey/ISB	Microsoft's Go-to-market Strategy for Azure in India	Reema Gupta, Deepa Mani, Aditya Shah, Sujata Ramachandran, Vivek Singh	Go to market strategy; local challenges and nuances; targeting and product offering; time bound decision - global roll out; nascent stage of cloud computing technology; cannibalization	7/19/2011
Ivey/ISB	Nokia India: Battery Recall Logistics	Charles Dhanaraj, Narendar Sumukadas, P. Fraser Johnson, Monali Malvankar	Communications; logistics; emerging markets; supply chain management; product recall; crisis leadership	5/27/2011
Ivey/ISB	Golden Star Facilities and Services Pvt. Ltd.	S. Ramakrishna Velamuri, Rishi Raj Kanoria, Anuj Srivastava, Nandita Narayan, Deepti Singh, Jaydev Thampan	Growth strategy; selling the business	1/21/2011
Ivey/ISB	ABC Energy Limited: Culture and Formalization	Pavitra Mishra, Rajen Gupta	Growth strategy; organizational culture; formalization	3/23/2011
Ivey/ISB	Ashta Chamma - The Biggest Small Movie Ever Made (A)	S. Ramakrishna Velamuri, Rajesh Chakrabarti, Hari Krishna Mulpuri, Payal Goel, Vamsi Krishna Kothapalli, Sneha Beriwal, Vijay Bhaskar Chowdary Suryadevara	Success and failure; entrepreneurial problem solving	1/7/2011
Ivey/ISB	Swagruha Foods	S. Ramakrishna Velamuri, Neha Kaushik, Anant Jhawar, Anandram Narasimhan, Shubha Pai, Jaspreet Singh Sidhu, Devyani Srivastava	Growth; family business; small and medium enterprises (SMES); professionalization	1/25/2010
Ivey/ISB	Professionalization of Ujwal Bharati	Kavil Ramachandran	Succession planning; family business; pharmaceuticals; professionalization; role of non-family CEOs; managing transformation of mid-size business	7/29/2010
Ivey/ISB	Havells India: The Sylvania Acquisition Decision (A)	Charles Dhanaraj, Kavil Ramachandran, Swetha Dasari	Diversification; growth strategy; mergers & acquisitions; international acquisition	11/11/2009

ENTREPRENEURSHIP CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey/IIM-B	Sumeru Software Solutions: Creating a Culture of Serene Dynamism	Amit Gupta, Kshitij Saxena	Corporate culture; corporate social responsibility; personal values; management philosophy; employee selection; employee engagement; employee termination; value-based management; work life balance; job enrichment; job satisfaction; performance management	10/6/2011
Ivey/IIM-B	Shiny Provision Store: Retailing Challenges in the Indian Context	S. Ramesh Kumar, Radhika Vishvas	Market segmentation; retailing; small business; market strategy; target segment; competitive strategy; image management	10/5/2010
Ivey/IIM-B	Super Shampoo Products and the Indian Mass Market	S. Ramesh Kumar, Nitya Guruvayurappan	Consumer behaviour; consumer marketing; emerging markets; brand management; perception; attitudes	11/30/2010

MANAGEMENT SCIENCE & INFORMATION SYSTEMS CASES

Source	Title	Author	Issue	Publication Date
Ivey	Subprime Tsunami on Indian Shores: Crisis Hits ICICI	Chetan Juneja, Gita Bajaj	Managing crisis in the age of new media; crisis communication; corporate communication	6/6/2012
Ivey	National Pharmaceutical Pricing Authority (NPPA): Influencing Customer Behaviour	K.R. Jayasimha, Srabanti Mukherjee	Decision-making process; decision-making unit; hierarchy of effects; moral hazard; adverse selection; self-selection; self-regulation; consumption	5/25/2012
Ivey	HCL Technologies	Barbara L. Marcolin, Ramasastry Chandrasekhar	Infrastructure platforms; productized solutions and services; information technology; engineering; research and development; user experiences; entrepreneurial ecosystems; it-based thought leadership	5/15/2012
Ivey	Location Planning at A.B. Corp.	Jitendra R. Sharma	Location analysis; centre of gravity; load distance factors; factor rating method; decision making	4/30/2012
Ivey	Decision-making at A-Cat Corp.	Jitendra R. Sharma	Analytical hierarchy process (AHP); cost-benefit analysis; decision making	9/19/2011
Ivey	NASSCOM	Abhijit Gopal, Akbar Saeed	Strategic alliances; strategic change; strategy and resources; strategic positioning	12/11/2009
Ivey	Invensis Technologies (P) Ltd: A Global BPO Service Provider from India	Vaidyanathan Jayaraman, Yadong Luo	Operations management; outsourcing; information technology; strategy	3/11/2008
Ivey	Indian Oil Corporation Limited: Project Manthan	Abhijit Gopal, Manish Kumar	Information systems; technological change; change management; enterprise resource planning	10/13/2004
Ivey	Jay Nielson & Akka International: Outsourcing in India	Michael Parent, Tom Sperry	International business; non-profit organization; outsourcing; new venture	10/13/2004
Ivey/ISB	Social Media Content Strategy at Ayojak	Anandan Pillai, Arvind Sahay	Social media marketing; content strategy; brand community; event management; social media optimization; social media branding	3/28/2012
Ivey/ISB	Centre for Cellular and Molecular Biology: The Commercialization Challenge	Nita Sachan, Prasad Vemuri, Anand Nandkumar, Charles Dhanaraj	Commercialization; technology transfer; emerging market; R&D management; translational science; incentives	7/28/2011

MANAGEMENT SCIENCE & INFORMATION SYSTEMS CASES Contd.

Source	Title	Author	Issue	Publication Date
Ivey/ISB	Microsoft's Go-to-market Strategy for Azure in India	Reema Gupta, Deepa Mani, Aditya Shah, Sujata Ramachandran, Vivek Singh	Go to market strategy; local challenges and nuances; targeting and product offering; time bound decision - global roll out; nascent stage of cloud computing technology; cannibalization	7/19/2011
Ivey/ISB	Managing Customer Relationships in Offshore Outsourcing: B2Bcs, an Israeli Consulting Firm	Arup Kumar Das, Kate M. Kaiser, Sangeeta Shah Bharadwaj	Value-based management; business development; retention marketing	5/27/2011
Ivey/IIM-B	Mudra Communications	Nicole R.D. Haggerty, Shankar Venkatagiri, Ramasastry Chandrasekhar	Implementing it systems; it-business alignment; ROI in it; enterprise system	9/13/2011
Ivey/IIM-B	Mercedes-Benz India	Nicole R.D. Haggerty, Shankar Venkatagiri, Ramasastry Chandrasekhar	Strategic management; it infrastructure; it leadership; green computing	5/20/2011

MARKETING CASES

Source	Title	Author(s)	Issue(s) :	Publication Date
Ivey	Pixar Versus DreamWorks: Animating Creative Strategies	Neil Bendle, Justin Goldberg, Krystyn Coombs	Fit of strategy to environment; risk mitigation; evolutionary thinking; competition; industry change; united states	6/25/2012
Ivey	Indian Premier League: Re-energizing Cricket?	Vasant Sivaraman, K.S. Utham	Blue ocean strategy; non-customers; value innovation; sustainability	6/20/2012
Ivey	National Pharmaceutical Pricing Authority (NPPA): Influencing Customer Behaviour	K.R. Jayasimha, Srabanti Mukherjee	Decision-making process; decision-making unit; hierarchy of effects; moral hazard; adverse selection; self-selection; self-regulation; consumption	5/25/2012
Ivey	Nokia Life Tools: A Strategic Innovation to Tap Into India's Rural and Newly Urban Population	Ariff Kachra, M.B. Sarkar, Kirti Madhok Sud	Value chain; industry analysis; financial projections; core competence; resource allocation; action planning and implementation	5/24/2012
Ivey	Apple iPad in India: Was There a Way Out?	Sanjeev Prashar, Adeshwar Raja B, V.S. Parasaran, Vijay Kumar Venna	Right selection of foreign markets for entry; importance of being first in a market segment; market evaluation	5/2/2012
Ivey	Jaypee Cement: Amalgamation of Two Brands	Sanjeev Prashar, Soumil Vinayak	Amalgamation of brands; moving from multi- to mono-branding	4/26/2012
Ivey	COMPFED: The Dairy Cooperative Distribution System	Subhash Jha, Atanu Adhikari	Agri-business; strategic distribution system; managing cooperatives; distribution channel	3/16/2012
Ivey	First Energy	Niraj Dawar, Ramasastry Chandrasekhar	Non-product innovation; sustainability; alternative energy; business to business marketing; customer segmentation; clean-tech	2/17/2012
Ivey	Ferro Industries - Exporting Challenge in a Small Firm	Justin Paul, Parul Gupta, Shruti Gupta	Export marketing negotiation; trade finance; international trade logistics; global supply chain management; EXIM documentation	1/25/2012
Ivey	Orchid Ecotel: Leveraging Green Hoteling as Core Competency	Rama Deshmukh, Atanu Adhikari	Core competency; competitive strategy; green product; green marketing; hotel management	10/26/2011
Ivey	WorldSpace Satellite Digital Radio Service	Srinivasan Sunderasan	Service pricing; service hardware package; pricing of substitutes; power of complementors; capital structure; debt equity ratio; incremental choice	11/22/2011
Ivey	Aravind Eye Care System: Providing Total Eye Care to the Rural Population	Sanal Kumar Velayudhan, R. Meenakshi Sundaram, R. D. Thulasiraj	Emerging markets; services marketing; communication; rural marketing; health care market; distribution	9/29/2011
Ivey	Decision-making at A-Cat Corp.	Jitendra R. Sharma	Analytical hierarchy process (AHP); cost-benefit analysis; decision making	9/19/2011

MARKETING CASES Contd.

Source	Title	Author(s)	Issue(s) :	Publication Date
Ivey	The Ultimate Fighting Championship and Cultural Viability	Tara Ceranic	International expansion	6/9/2011
Ivey	www.dhonuk.com - Marketing Art in an Emerging Market	S. Ramesh Kumar, Shamit Bagchi	Consumer behaviour; market strategy; emerging markets; segmentation; positioning; lifestyle analysis	6/8/2011
Ivey	Future Group - Branding Private Labels	Niraj Dawar, Ramasastry Chandrasekhar	Brands; private labels	3/30/2011
Ivey	Bayer CropScience in India (A): Against Child Labor	Charles Dhanaraj, Oana Branzei, Satyajeet Subramanian	Corporate responsibility; crisis management; ethical issues; leadership; strategy implementation; emerging markets; strategy development; international management	1/27/2011
Ivey	Snacko India Limited: Leveraging Trade Promotions for Competitive Advantage	Sajjan Raj Singhvi, Rajat Gera	Sales strategy; sales promotion; branding; trade promotion design; trade promotion evaluation; channel management	12/17/2010
Ivey	Parle-G	Miranda Goode, Ramasastry Chandrasekhar	International business; marketing planning; pricing; market strategy; positioning	11/1/2010
Ivey	Tata: Leadership With Trust	Oana Branzei	Ethical issues; leadership; value analysis; sustainable development; emerging markets; csr	5/11/2010
Ivey	GENICON: A Surgical Strike into Emerging Markets	Allen H. Kupetz, Adam P. Tindall, Gary Haberland	China; international expansion; entrepreneurial marketing; emerging markets; international business	5/5/2010
Ivey	Eureka Forbes Ltd: Growing the Water Purifier Business	Srinivas Sridharan, S.K. "Bal" Palekar, Ramasastry Chandrasekhar	Water sustainability; branding; emerging markets; marketing channels	4/6/2010
Ivey	Dabur India Ltd. - Globalization	Niraj Dawar, Ramasastry Chandrasekhar	Growth strategy; international business	6/26/2009
Ivey	Suzlon Energy Ltd.	Srinivas Sridharan, Ramasastry Chandrasekhar	Globalization; international sales; global account management; green energy	6/26/2009
Ivey	Shoppers Stop: Targeting the Young	Shanker Krishnan, Ramasastry Chandrasekhar	Customer relationship management; retailing; market segmentation	5/14/2009
Ivey	Louis Vuitton in India	Shih-Fen Chen, Ramasastry Chandrasekhar	International marketing; store formats; retail marketing; marketing channels	12/23/2008
Ivey	Air Deccan (A): Changing the Face of Indian Aviation	Srinivas Sridharan, Ramasastry Chandrasekhar	Pricing strategy; entrepreneurial business growth; emerging markets; brand positioning	12/12/2006
Ivey	Marico Industries Ltd. Central Sales Organization	Srinivas Sridharan, Ramasastry Chandrasekhar	Sales organization; rural marketing; emerging markets; marketing channels	3/1/2006
Ivey	Infosys: The Challenge of Global Branding	Jeff Saperstein, Padmini Murty, Viren Desai	Brands; marketing communication; corporate strategy; consulting	8/2/2005
Ivey	Eastern Bank Limited (A)	Terry H. Deutscher, Kaiser Islam	Market segmentation; marketing planning; market strategy; relationship management	10/13/2004

MARKETING CASES Contd.

Source	Title	Author(s)	Issue(s) :	Publication Date
Ivey	Tinplate Company of India: Need for a Conceptual Focus	S. Ramesh Kumar, Mohan Kuruvilla	Market segmentation; product management; market strategy; competitiveness	3/11/2002
Ivey/ISB	Laxmi Protein Products	Saswata N. Biswas, S.R. Asokan Suresh B.P.	Commodity processing; sales; distribution; branding	7/23/2012
Ivey/ISB	Hidesign: Leather Heritage or Lifestyle Brand?	Kerani Suresh	Brand extension; branding; positioning	7/11/2012
Ivey/ISB	Digital Publishing: Pothi.com	Rojers Joseph, Shishir Jha	Digitization; self-publishing; value chain; disruptive innovation; entrepreneurship; strategy	6/27/2012
Ivey/ISB	Vibhava Chemicals: Pursuit of a Cleaner Space	N. Ramesh, N. Barnabas	Brand management; marketing strategy; positioning; entrepreneurial marketing; challenger strategies; market segmentation	4/23/2012
Ivey/ISB	Social Media Content Strategy at Ayojak	Anandan Pillai, Arvind Sahay	Social media marketing; content strategy; brand community; event management; social media optimization; social media branding	3/28/2012
Ivey/ISB	JSW Shoppe - A Unique Distribution Model for Branded Steel	V.V. Gopal	Strategy; sales force management; retail management; balanced scorecard; change management; branding	1/30/2012
Ivey/ISB	Godrej Chotukool: A Cooling Solution for Mass Markets	Charles Dhanaraj, Balasubrahmanyam Suram, Prasad Vemuri	Social entrepreneurship; social innovation; emerging markets; bottom of the pyramid; global water scarcity; affordable innovation	11/15/2011
Ivey/ISB	Health Insurance to the Base of the Pyramid	Suresh B.P., S.R. Asokan	Base of the pyramid; health insurance; service marketing	7/27/2011
Ivey/ISB	OSSCube: Leveraging Social Media	Anandan Pillai, Ashok Arora	Social media optimization & role; social media platform selection; brand building through social media; social media strategy & implementation	6/29/2011
Ivey/IIM-B	Himalaya Herbal Toothpaste: Category and Brand Involvement in an Emerging Market	S. Ramesh Kumar, Nitya Guruvayurappan	Consumer behaviour; consumer goods; consumer marketing; emerging markets; consumer analysis; marketing strategy; consumer research	10/25/2011
Ivey/IIM-B	Ethnic Consumers Consulting	S. Ramesh Kumar, Nitya Guruvayurappan, Madhurjya Banerjee		2/10/2011
Ivey/IIM-B	Super Shampoo Products and the Indian Mass Market	S. Ramesh Kumar, Nitya Guruvayurappan	Consumer behaviour; consumer marketing; emerging markets; brand management; perception; attitudes	11/30/2010
Ivey/IIM-B	Sampoorn Foods and Feeds Limited	Kumar Rakesh Ranjan	Sales management; sustainable development; strategy development; rural marketing	11/24/2010
Ivey/IIM-B	Shiny Provision Store: Retailing Challenges in the Indian Context	S. Ramesh Kumar, Radhika Vishvas	Market segmentation; retailing; small business; market strategy; target segment; competitive strategy; image management	10/5/2010

OPERATIONS MANAGEMENT CASES

Source	Title	Author(s)	Issue(s) :	Publication Date
Ivey	Agile Electric: Quality Issues in a Global Supply Chain	Dhruv Dar, Sanjay Kumar, Vijay Aggarwal	Global sourcing; supply chain management; quality management; cross-cultural differences; developing countries	7/18/2012
Ivey	Location Planning at A.B. Corp.	Jitendra R. Sharma	Location analysis; centre of gravity; load distance factors; factor rating method; decision making	4/30/2012
Ivey	Material Requirements Planning at A-Cat Corp.	Jitendra R. Sharma, Tinu Agrawal	Inventory management; material requirement planning; decision making; lot sizing techniques; bills of material; product structure	4/11/2012
Ivey	Mahindra & Mahindra in South Africa	Jean-Louis Schaan, Ramasastry Chandrasekhar	Globalization; internal manufacturing set-up; market expansion; contract assembly; re-export hub; customer segmentation	12/1/2011
Ivey	DORD - Expanding Health Services in Rural Bihar	Arnold Maltz, M.M. Raja	Expansion; emerging markets; non-profit organization; health administration	8/8/2011
Ivey	Decision-making at A-Cat Corp.	Jitendra R. Sharma	Analytical hierarchy process (ahp); cost-benefit analysis; decision making	9/19/2011
Ivey	Orascom Telecom: Risks of Internationalization	Dina Zaki, Marina Apaydin, Farah Zahran	Business sustainability; competitive strategy; case analysis; competition; accounting - tax; acquisitions	6/22/2011
Ivey	Vestas Wind Systems A/S - Exploiting Global R&D Synergies	Torben Pedersen, Marcus Moller Larsen	Research and development; technology transfer; value chain; global strategy	12/23/2009
Ivey	Note on Quality Function Deployment	Jitendra R. Sharma	Quality management; product design/development; operations management	12/8/2009
Ivey	Process Management Strategy for XYZ Limited - KLTD Division	Srinivasan Maheswaran	Forecasting; process management; capacity utilization; mapping inflow and processing line capacity	10/14/2009
Ivey	A-CAT Corp. - Bang for the Bucks	Jitendra R. Sharma	Cost control; cost/benefit analysis; product design/development; value analysis; consumer satisfaction	7/13/2009
Ivey	S.P.E.E.D. Consulting	John S. Haywood-Farmer	Employee training; ethical issues; management of professionals; professional firms	2/6/2006
Ivey	Dabbawallahs of Mumbai (A)	Larry Menor, Ramasastry Chandrasekhar	Process design/change; system design; service operations; supply chain management	5/14/2004
Ivey	Indian Oil Corporation Limited - The Mathura Refinery	P. Fraser Johnson, Robert Klassen, Manish Kumar	Environment; government regulation; manufacturing strategy; pollution	11/28/2003
Ivey	Electrosteel Castings Limited	Robert Klassen, Nitish Bahl	Capital investment; facilities planning; international business; operations management	10/29/2002

OPERATIONS MANAGEMENT CASES Contd.

Source	Title	Author(s)	Issue(s) :	Publication Date
Ivey/ISB	Lean Implementation at Siemens' Kalwa Plant	Jamie Anderson, Subramanian Chidambaran, Vaibhav Khandekar	Lean implementation; resistance to organizational change; process of change management; sustainability of change	5/9/2012
Ivey/ISB	Alliance Management at Forbes Marshall	Naga Lakshmi Damaraju, Harshdeep Singh Chowdhary, Dhruv Khanna, Dhruv Ahuja	Alliance management; corporate strategy; resources-businesses-systems framework; transaction costs economics; real options; value chain	1/24/2012
Ivey/ISB	Oral Insulin: Breakthrough Innovation at Biocon	Nita Sachan, Prasad Kaipa, Anand Nandkumar, Charles Dhanaraj	Management of innovation; technology commercialization; technology licensing; research and development (R&D); technology entrepreneurship; emerging markets	7/28/2011
Ivey/ISB	Nokia India: Battery Recall Logistics	Charles Dhanaraj, Narendar Sumukadas, P. Fraser Johnson, Monali Malvankar	Communications; logistics; emerging markets; supply chain management; product recall; crisis leadership	5/27/2011
Ivey/IIM-B	Mudra Communications	Nicole R.D. Haggerty, Shankar Venkatagiri, Ramasastry Chandrasekhar	Implementing it systems; it-business alignment; ROI in it; enterprise system	9/13/2011

ORGANIZATIONAL BEHAVIOUR & LEADERSHIP CASES

Source	Title	Author(s)	Issue(s) :	Publication Date
Ivey	Snehalaya	Supil Chachan, Pradyot Porwal	Sustenance of a not-for-profit organization; succession planning; societal involvement in a social cause; growth; funding; human resources planning	7/30/2012
Ivey	Internal Competition- A Curse for Team Performance	V. Padhmanabhan	Team development process; cohesiveness; team leadership; dysfunctional team; conflicts	5/7/2012
Ivey	Corporate Restructuring of Gujarat State Road Transport Corporation	Shubhabrata Basu	Public sector strategy; change management; restructuring; political roles of corporations; managing multiple stakeholders	1/27/2012
Ivey	Growth of Bannari Amman Group - A Family-owned Enterprise	Bala Krishnamoorthy, K. Abhinay, Ramesh Kumar	Entrepreneurial business growth; environmental analysis; corporate strategy; entrepreneurial mind set; entrepreneurial opportunity; corporate social responsibility	11/8/2011
Ivey	Ujaala Borderline General Insurance Company Limited	W. Glenn Rowe, Lyn Purdy, Unnat Kohli	Rapid organizational change; leadership issues; battles for power	9/21/2011
Ivey	Mahindra & Mahindra in South Africa	Jean-Louis Schaan, Ramasastry Chandrasekhar	Globalization; internal manufacturing set-up; market expansion; contract assembly; re-export hub; customer segmentation	12/1/2011
Ivey	Bayer CropScience in India (A): Against Child Labor	Charles Dhanaraj, Oana Branzei, Satyajeet Subramanian	Corporate responsibility; crisis management; ethical issues; leadership; strategy implementation; emerging markets; strategy development; international management	1/27/2011
Ivey	Conflict Management at TKC Consulting	V. Padhmanabhan	Management communication; organizational behaviour; organizational structure; conflict resolution	3/29/2011
Ivey	Tata: Leadership With Trust	Oana Branzei	Ethical issues; leadership; value analysis; sustainable development; emerging markets; corporate social responsibility	5/11/2010
Ivey	Organization; Founder and Clientele Transformation at VGKK	G. Ramesh, L. Prasad, G.S. Goutham	Organizational change; social entrepreneurship; leadership development; evolution of social organization	7/29/2010
Ivey	Performance Management at the National Institute of Management (Central India Campus) (B)	Ranjeet Nambudiri, K.R. Jayasimha	Incentives; management of professionals; educational administration; performance measurement	2/22/2009
Ivey	Performance Management at the National Institute of Management (Central India Campus) (A)	Ranjeet Nambudiri, K.R. Jayasimha	Incentives; management of professionals; educational administration; performance measurement	11/17/2008
Ivey	Anupam Majumdar: Relationship Manager	James A. Erskine, Unnat Kohli	Management style; morale; conflict resolution; interpersonal skills; action planning and implementation; managing your boss	10/4/2007
Ivey	Prashant Lakhera: Senior Analyst	James A. Erskine, Unnat Kohli	Crisis management; interpersonal relations; conflict resolution; interpersonal skills	10/4/2007
Ivey	The 1996 Everest Tragedy	Khushwant K. Pittenger	Decision analysis; group behaviour; organizational behaviour; management decisions	5/14/2004

ORGANIZATIONAL BEHAVIOUR & LEADERSHIP CASES contd.

Source	Title	Author(s)	Issue(s) :	Publication Date
Ivey	N.K. Builders and Contractors - India	James A. Erskine, Nipun Chaudhary	Contracting; ethical issues; government and business; market entry	4/29/2002
Ivey	Bhiwar Enterprises	Joseph J. DiStefano, Gordon Brannan	Family-work interaction; intercultural relations; consulting	1/1/1986
Ivey/ISB	RLEK: Survival with the Real Bottom Line	Jiban Mukhopadhyay, Mayank Garg, Saumya Oli, Amit Kumar	Employee attrition; growing competition; opportunities versus values; limited resources	7/24/2012
Ivey/ISB	The Art of Social Entrepreneurship: Dakshina Chitra and Madras Crafts Foundation (MFC) in India	Oana Branzei, Sonia Mehrotra	Social entrepreneurship; emerging markets; co-creating value; poverty alleviation; education; art and culture	4/17/2012
Ivey/ISB	Transforming ICRISAT: The Leadership of Dr. William Dar	Sunita Mehta, Surya Kant Sharma	Leadership; change; decision making	4/4/2012
Ivey/ISB	Singareni Collieries: From Gloom to Glory	S. Ramnarayan, Neha Gupta	Communication; change management; employee relation; leadership; trust	12/6/2011
Ivey/ISB	Project Vishwamitra at T.P. Engineering Corporation	S. Ramnarayan, Rekha K.N., Neha Gupta	Initiation and sustenance of system; learning and adaptation; managing change; building employee ownership	12/1/2011
Ivey/ISB	Ensuring Family and Business Continuity at India's GMR Group	Kavil Ramachandran, John Ward, Sachin Waikar, Rachna Jha	Family governance; family entrepreneurship; preparing family constitution	11/18/2011
Ivey/ISB	Passing the Baton: Role Transition of B. K. Jhavar	Kavil Ramachandran, Alexander Mathew	Retirement; leadership succession; family philanthropy; social entrepreneurship	10/26/2011
Ivey/ISB	HR as Transformation Partner in Maruti Suzuki India Ltd.	Anita Ollapally, Asha Bhandarker	Strategic human resource management; change in organizational culture; talent management; managing transformation through HR; cross cultural differences; evolution and challenges of HR in an Indian organization	7/27/2011
Ivey/ISB	ABC Energy Limited: Culture and Formalization	Pavitra Mishra, Rajen Gupta	Growth strategy; organizational culture; formalization	3/23/2011
Ivey/ISB	Dr. Amita Joshi at Samuel Drugs Limited	Anup K. Singh, Abhinav Gupta	Communications; organizational structure; politics; women in management; pharmaceuticals; conflict management	2/3/2011
Ivey/IIM-B	MSPL Limited: CSR and Sustainability in Mining	Amit Gupta, Amita Joseph	Corporate social responsibility; business and society; leadership; personal values; management philosophy; mining; natural resources	5/22/2012
Ivey/IIM-B	Sumeru Software Solutions: Creating a Culture of Serene Dynamism	Amit Gupta, Kshitij Saxena	Corporate culture; CSR; personal values; management philosophy; employee selection; employee engagement; employee termination; value-based management; work life balance; job enrichment; job satisfaction; performance management	10/6/2011



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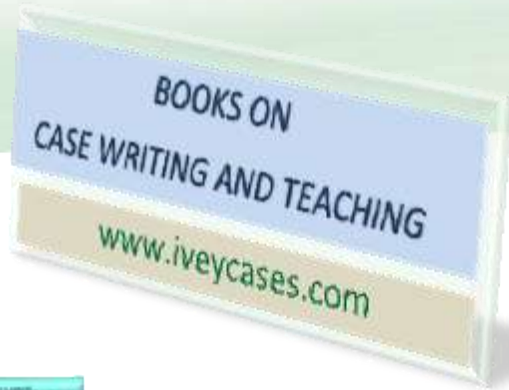


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